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# Boundless Diversity

An Introduction to the  
Golden Personality Type Profiler

Karen A. Deitz, Ph.D. and  
John P. Golden, Ed.D.



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AN INTRODUCTION TO THE GOLDEN PERSONALITY TYPE PROFILER

Karen A. Dietz, Ph.D., and John P. Golden, Ed.D.

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The typological system I have proposed is an attempt, grounded on practical experience, to provide an explanatory basis and theoretical framework for the boundless diversity that has hitherto prevailed in the formation of psychological concepts.

—C.G. Jung, 1936

## Introduction

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Welcome to the Golden Personality Type Profiler (Golden), a powerful and multifaceted approach to understanding your personality. Your personality is the essence of who you are. It is reflected in the things you say, the way you feel, and the way you choose to live your life. Having a better understanding of oneself is the first step toward self-improvement. The more you own your personality, the better you can understand your actions, feelings, and relationships. There are no right or wrong, better or worse personality types. Each personality has its own unique strengths and resources. The Golden results in an invaluable profile that describes your unique personality.

The goal of the Golden Personality Type Profiler is to provide information about your personality type that can help you improve your work and personal relationships and enable you to make the kind of positive life choices that are most in tune with your unique personality type.

## History

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The study of personality is at least 25 centuries old. In 450 B.C., Hippocrates described four personality temperaments, which he called choleric, phlegmatic, melancholic, and sanguine. Galen, in 100 A.D. described the personality temperaments as being choleric, sanguine, phlegmatic, and melancholic. These descriptions remained the same over the next four centuries and were widely used by scholars and physicians during the Renaissance. Since the 1800s, others have added to and developed new theories and methods for identifying and understanding different personalities. Many intellectual disciplines, including literature, philosophy, history, sociology, and anthropology, have tried to answer questions about human nature. Personality psychology is the scientific field of study dealing with personality. While the aforementioned disciplines typically focus on aggregates of people, personality psychology takes the individual as the basic unit of study.

Personality typing is a discipline within personality psychology that dates back to the publication of Carl Jung's *Psychological Types*. Jung suggested that the obvious differences in people's personality could be attributed to preferences for certain behaviors. While the Golden is based on the work of Jung and many others, it provides new information and a more incisive picture of an individual's true nature.

## Personality Theory

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The theory on which the Golden Personality Type Profiler is based originated from the works of Carl Jung, Gordon Allport, and Hans J. Eysenck. Building upon the research and theories of these scientists, we have attempted to capture the intricacy and uniqueness of individual behavior. Descriptions of personalities not only give us clues about who we are, but also about how we operate and behave. Psychologist Gordon Allport defined personality as “the dynamic organization within the individual of those psycho-social systems that determine his unique adjustments to his environment.”

“Dynamic organization” emphasizes that personality is continually developing and changing while at the same time a system is in place that relates the various elements of personality to each other and binds them together. The term “psycho-social” reminds the reader that personality is not an exclusive mental expression. Personality is an expression of both body and mind that is fused into a personal identity and expressed through action. “Personality IS something and DOES something ... It is what lies BEHIND specific acts and WITHIN the individual” (Allport, 1937).

Allport and other personality researchers place a heavy emphasis upon individuality. No two individuals are exactly alike or make the exact same adjustments to their environment. Thus no two individuals have exactly the same personality. Does this notion of personality cast us into a sea of unique individuals without understanding what dimensions of personality we hold in common with one another? Does this mean we are unable to extract from our uniqueness dimensions that are similar to those of many people? No, not at all. Our personalities are constructed of traits, some of which are unique to an individual, some of which are held in common by many people.

Allport, Eysenck, and Jung all identify traits as the cornerstone of personality. A personality is made up of a number of traits. A trait is simply a habit or a repeated act of an individual that is observed to be consistent over time. For the construction of the Golden Personality Type Profiler, a number of traits were identified that were found to be common among many people and were defined with great care. The traits that have been distinguished and used in the Golden are based on more than 70 years of psychological research that sought to identify common traits among individuals. In the Golden, these traits are paired and called *Facet Scales*. Each Facet Scale is composed of two traits (*Talkative—Quiet*, for example). These Facet Scales are grouped together to form a *Global Scale* (*Extraversion—Introversion*, for example).

Personality traits are combined in the Global Scales to form observed constellations of personality, or “types.” A personality type is a more generalized version of personality. The Golden Personality Type Profiler uses the Global Scales to generate a personality type while employing the Facet Scales to highlight a person’s individuality.

## Profiles Versus Types

Many instruments are used to assign a personality type to an individual. Once an individual is categorized, these approaches assume that people of the same type are similar in many ways, including interests, aptitudes for particular careers, and basic ways of relating to other people. Critics contend that these approaches to personality are too simplistic. The Golden Personality Type Profiler includes the Facet Scales to provide an in-depth personality *profile* that is comprehensive, accurate, and unique to each individual. However, because of the value of working from larger generalizations about personality within some settings, results of the Golden include universal, or type, descriptions as well. Overall, the Golden Personality Type Profiler differs from other personality assessment instruments in the following ways:

1. it is geared toward measuring specific behaviors;
2. it examines both work and leisure situations;
3. it includes thirty-six paired Facet Scales within the four Global Scales, allowing individual personalities to emerge;
4. it measures strength of preference for all scales; and
5. it has an added Global Scale with two additional Facet Scales, measuring responses to daily stressors.

# Golden Components

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## The Global Scales

Behaviors that comprise your personality are commonly identified along four Global Scales. We have kept the scales that were used by Jung (Extraverting—Introverting, Sensing—Intuiting, Thinking—Feeling) and added another Global Scale (Organizing—Adapting). In addition, a fifth scale was included (Tense—Calm), which is more fully discussed in a following section. The four main Global Scales are:

**(E) Extraverting** **Introverting (I)**

(the way you focus your attention; your source of energy)

**(S) Sensing** **iNtuiting (N)**

(the way you gather and interpret information)

**(T) Thinking** **Feeling (F)**

(the way you make decisions)

**(Z) organiZing** **Adapting (A)**

(the way you live in the world; your lifestyle orientation)

These four Global Scales determine your personality type. For example, you could be identified as Extraverting, Sensing, Feeling, Adapting (ESFA) or as Introverting, iNtuiting, Thinking, organiZing (INTZ). There are sixteen possible combinations.

## The Facet Scales

Human behavior frequently transcends simple labels and is far more complex and flexible than type-oriented models suggest. Using broad generalizations in some settings may be important, but so is moving people out of boxes. Each of us is unique. The Golden Personality Type Profiler gives us the best of both worlds: the ability to create generalizations about personality type, and also to generate unique profiles for each individual.

Not every Extravert is the same as every other Extravert. As a result, we have identified four Facet Scales for each Global Scale. Among other things, we are able to tell whether an individual is a Quiet Extravert or a Talkative Introvert. Individual differences simply reflect the dynamic interaction and combinations of the Global and Facet Scales. The Facet Scales are as follows:

<b>Extraverting</b>	<b>Introverting</b>
Talkative	Quiet
Socially Bold	Reserved
Outgoing	Intimate
Participative	Reflective
<b>Sensing</b>	<b>iNtuiting</b>
Concrete	Abstract
Practical	Innovative
Conventional	Visionary
Traditional	Trend-Setting
<b>Thinking</b>	<b>Feeling</b>
Rational	Empathetic
Autonomous	Compassionate
Analytic	Warm
Competitive	Nurturing
<b>organiZing</b>	<b>Adapting</b>
Planned	Open-Ended
Reliable	Casual
Deliberate	Spontaneous
Conforming	Nonconforming

The Facet Scales give us a much more accurate and dynamic picture of your personality and how you are going to express your unique strengths than the Global Scales alone. Many of the questions in the Golden are presented in the context of either work or leisure, thus avoiding vague or ambiguous questions that can elicit responses that tend to change easily depending on circumstances or moods. As a result, the Facet Scales give realistic insights into how you operate in both your professional and personal realms. Facet Scale descriptions are found in the Appendix.

## Interpretation of the Scales

One of the best methods for determining how unique you are is to measure *strength of response* on all of the Golden Personality Type Profiler scales. Most people prefer to write with a particular hand. They do not even think about which hand to use, they just do it. When we use the opposite, nonpreferred hand for writing, it often feels uncomfortable, it takes longer, it requires thinking about, and it may even be frustrating. We tend to use our nonpreferred hand, however, for some very specific things. For example, studies have shown that right-handed people tend to scratch a bug bite with their left hand—and vice versa for left-handed people. The same is true for characteristics of personality; we have ways of behaving that we prefer, that come naturally to us and that we usually do not have to think about. But we also use our nonpreferred traits at different times and in different situations.

Some researchers believe that preferences are best demonstrated when people choose a response based on either-or questions. However, the Golden is different in this regard because you are able to choose how strongly you identify with a particular characteristic of your personality. The degree to which you indicate a preference is your *strength of response*.

For example, few people have a sole preference for Extraverting. Most people usually demonstrate combinations of both Extraverting and Introverting characteristics. The Golden identifies which mode an individual prefers, along with how strong that preference is. If Sue is an Extravert but also has a strong Introverting score, the Facet Scales help identify how her Introversion is demonstrated. Perhaps she is *reserved* or *reflective* when talking with others, both Introverting traits. Using the Facet Scales and the *strength of response* scores, a personality profile that is unique to her is generated. It would be rare for two people to have identical profiles.

All the bar graphs presented in the feedback reports are based on a scale of 0 to 100. If you chose 3 as your answer to all of the Extraverting questions, then the Extraverting and Introverting graphs would add up to 100. If, however, you chose 0's, 1's, or 2's in response to any of the Extraverting-Introverting questions, then the scores would not add up to 100 and the pattern of scores would indicate a different strength of response for this scale.

For example, If Joe has a score of 62 percent for Extraverting and 12 percent for Introverting, those scores add up to only 74 percent. This means that Joe chose several 0, 1, and 2 answers to the Extraverting-Introverting questions, but the result is a clear preference for Extraverting. The Facet Scales tell us which behaviors are likely to be Introverted. In this example, the behavior is Intimate on the Outgoing-Intimate scale. This means that Joe enjoys being alone or with close friends and is quite comfortable in low-key intimate settings. Other Extraverts might not feel as comfortable as Joe being alone or in small groups, and they may quickly become tired of that particular environment.

## The Fifth Scale

From the very beginning of serious investigation into personality type in the early years of the twentieth century, it has been known that psychologists could also measure a person's degree of anxiety or worry at the same time that they were assessing personality type. It is important for you to have information about your stressors and to what degree you are feeling concerned, anxious, or pessimistic. Having this knowledge and being able to act upon it significantly affect the likelihood of your having good health. Medical doctors have said that genetics and heredity account for only about 20 percent of a person's ability to be healthy. The remainder depends on lifestyle. Stress figures significantly into whether or not you will be healthy. Knowing about your personal stress levels enables you to make appropriate lifestyle choices.

The Fifth Scale measures your strength of response for the following Global Scale:

<b>Tense</b>	<b>Calm</b>
(response to daily stressors)	

In addition, two Facet Scales are reported:

Concerned	Optimistic
Unsure	Confident

Following World War I, Hans Eysenck, who was influenced by Jung and other psychiatric researchers, came to the conclusion that people tend to differ in their degree of response to daily stressors. He discovered and refined the concept that a person's preference for Extraversion or Introversion would influence behavior under stress. For example, Extraverts, under significant stress, may tend to display various degrees of being: touchy, restless, aggressive, excitable, changeable, impulsive, optimistic, and hyperactive. Introverts, on the other hand, when under significant stress may tend to display various different degrees of being: moody, anxious, rigid, somber, pessimistic, reserved, unsociable, and quiet.

Much has been written about stress and stress management. Being aware that you are under stress is the first step toward managing it. If you experience any of the above behaviors consistently, a thorough evaluation of the situation is necessary to determine what modifications may be made to improve your situation. The key is to be in balance. It is unrealistic to think that any person can be in balance 100 percent of the time. An indication of health is, first, the ability to recognize when you are out of balance and, second, how quickly you act to regain it. For more information, we suggest reading Martin Seligman's *Learned Optimism* (Knopf), listed in the bibliography.

The following are suggestions for managing stress:

- Expressing your feelings in a safe, nonthreatening manner
- Self-talk
- Physical exercise
- Planned breaks
- Personal time
- Meditation and other relaxation techniques
- Reevaluation of priorities
- Developing a life purpose and plan

### **Interpretation of the Fifth Scale**

Like the Global and Facet Scales, the Fifth Scale measures your strength of response to questions designed to illuminate your reaction to daily stressors. Results are displayed in terms of percentages and, once again, the two bar graphs may not add up to 100 percent. If responses are toward the lower percentages on the *tense, concerned and unsure* scales and are less than the percentages on the *calm, optimistic and confident* scales, then stress is at a minimum. If responses are in the upper percentages on the *tense, concerned and unsure* scales and greater than the responses on the *calm, optimistic and confident* scales, then stress is high and a reevaluation of your situation is in order.

Remember, the Golden Personality Type Profiler is a self-reporting instrument. It reports only the responses you choose. Your own responses provide the material for the quantitative scoring and subsequent profiles. If you receive your profile and you feel that it does not truly represent you, then you may either wish to retake the Golden or work with your administrator to clear up any confusion.

## **Golden Benefits and Applications**

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When the Golden Personality Type Profiler is used effectively, the focus in any situation moves away from criticizing your weaknesses to building on your strengths. Ultimately the goal of obtaining self-knowledge through the Golden is reached by developing a balance between your use of the innate personality facets embodied within your unique personality type, and your use of skills that may not naturally be your strongest. Through the concept of balance you are able to move out of the general “type” descriptions and draw on the entire range of

human behaviors. Differences between individuals of varying personality types can be understood, accepted, and turned into positive factors. Improved communication, productivity, direction, self-esteem, and satisfaction are likely results. Other likely outcomes include:

- appreciation of differences in others
- less interpersonal conflict and stronger relationships
- greater synergy between people
- increased effectiveness at home and work
- clearer career direction

The Golden Personality Type Profiler can be used in a variety of settings with individuals, couples, families, schools, and organizations. It may be particularly valuable for:

- coaching, leadership, and management development
- interpersonal and people-skills training
- career planning and educational guidance
- job search and interview planning
- teambuilding and succession planning
- sales force training
- relationship counseling
- parenting
- high school and college educational programs
- health and wellness programs

## What's your Type?

Read the following list of characteristics for each of the four global dimensions of type. Place a check mark next to those that are like you.

**ENERGY:** how you focus your attention and your source of energy.

You either direct your energy outward onto people and objects in the outer world (**Extraverting**), or inward toward your inner world of thoughts and ideas (**Introverting**).

### Extraverting

- Outgoing
- Talkative
- Initiator
- Participative
- Fast talker
- Likes action
- Generalist
- Widely interested
- Likes noise and activity

### Introverting

- Private
- Quiet
- Reserved
- Reflective
- Soft-spoken
- Solitary
- Specialist
- Few interests
- Likes peace and rest

**INFORMATION:** how you gather and interpret information.

You will prefer to take in information through one of your five senses (**Sensing**) or through your intuitive insights (**iNtuiting**).

### Sensing

- Concrete
- Practical
- Conventional
- Traditional
- Detailed
- Factual
- Present
- Trees

### iNtuiting

- Abstract
- Innovative
- Visionary
- Trend-setting
- Big picture
- Fictional
- Future
- Forest

**DECISION MAKING:** how you make decisions.

Decisions can be made either by using logic and reason (**Thinking**) or values and emotions (**Feeling**).

**Thinking**

- Rational
- Autonomous
- Analytic
- Competitive
- Reason
- Objective
- Tough
- Justice

**Feeling**

- Empathetic
- Sympathetic
- Compassionate
- Nurturing
- Values
- Subjective
- Tender
- Mercy

**LIFESTYLE ORIENTATION:** how you live in the world.

You may live your life in an organized fashion (**organiZing**), or you may desire a more flexible approach to living (**Adapting**).

**organiZing**

- Reliable
- Deliberate
- Scheduled
- Conforming
- Planful
- Organized
- Rules
- Orderly

**Adapting**

- Casual
- Spontaneous
- Open-ended
- Nonconforming
- Easygoing
- Haphazard
- Exceptions
- Messy

## Your Four-Letter Type

Which type do you think or feel best fits you? Circle the four capital letters corresponding to your guess.

<b>E</b>	<b>Extraverting</b>	<b>Introverting</b>	<b>I</b>
<b>S</b>	<b>Sensing</b>	<b>iNtuiting</b>	<b>N</b>
<b>T</b>	<b>Thinking</b>	<b>Feeling</b>	<b>F</b>
<b>Z</b>	<b>organiZing</b>	<b>Adapting</b>	<b>A</b>

Write the initial for each preference selected in the boxes below. (For example: ISTZ or ENFA.)

What I Think I Am

Can you guess the four-letter type of people you know?

What I Think \_\_\_\_\_ is

What I Think \_\_\_\_\_ is

What I Think \_\_\_\_\_ is

# Sixteen Type Profiles

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The following descriptions of each of the sixteen personality types, based on Global Scale responses, are generalized summaries of characteristics that are most often held in common by those who fall into each of the four-letter type designations. Your Facet Scale response patterns will personalize and expand on the global descriptions contained in these summaries.

## **Self-Validation**

If your two scores are within ten points on any of the paired Global Scales, you should read the profiles of the types that share the other scale. For example, if you are an ISFZ but there was less than a ten-point difference between F and T, you might also read the ISTZ to see if that profile describes you better overall.

## **Opposite Types**

You may also find it interesting to read the Type Profile containing the four opposite letters. For example, if you believe that ENFA fits you best, your opposite Type is ISTZ. More than likely you won't see as much of yourself in the opposite Type Profile, but you might see characteristics of someone you know!

## **ENFA Inspiring**

Extraverted/iNtuitive/Feeling/Adapting. It is believed that approximately 5 percent of the population shares the ENFA Type; therefore, it is possible that 95 percent of the people you meet experience some facets of the world differently than you do. ENFAs are individuals who live continually in the realm of the possible. When absorbed in your latest project, you think of little else. Your energy level is sometimes exhausting to behold. You are virtually tireless in the pursuit of your latest goal as long as your interest in the project holds. Your infectious commitment and self-confidence bring you many devoted followers.

Of all the personality types, an ENFA possesses an almost magnetic quality that allows you to have fun in almost any setting. Your combination of Extraversion, Intuition, and Adapting arms you well to be a leader. You have a natural ability to understand others, to figure out what motivates them, and to appreciate their unique qualities without judging or criticizing. ENFAs tackle an amazing variety of problems with ease, and the diversity of your interests is mirrored by the diversity of your friends. In fact, diversity is the universal key to happiness in your life. You focus much of your energy on developing and understanding who you are, identifying your goals, and building meaningful relationships with others. It is important for you to be an authentic person, to be in touch with yourself and, therefore, to be capable of really touching others.

Frequently, ENFAs have the feeling of being on the brink of a great discovery about people or life. Your intuition gathers information from the real world, then mixes it with imagination to synthesize a unique view of reality. You are your own person in every sense. It is difficult to impress you with sterile ranks and titles. As an ENFA you are an optimistic, independent soul, who believes in yourself when no one else does. In the long run, you will be wise to opt for a career and relationships that allow for flexibility and include the companionship of other creative, like-minded souls who also reject structure for its own sake and admire ideas for their intrinsic worth.

### **Contributions to an organization. You:**

- Are spontaneous and provide imaginative answers.
- Easily see and grasp all possibilities.
- Welcome change and often are a catalyst for it.
- Have the versatility to excel in many different types of tasks.
- Enjoy trouble-shooting people problems.
- Bring positive attitudes, passion, and ongoing inspiration to almost any endeavor.
- Easily spot interpersonal fakes, scams, or destructiveness.
- Praise and acknowledge those you interact with.

**Leadership style. You:**

- Provide enthusiasm and step in when visionary leadership is required.
- Develop personal relationships with co-workers rather than using a hands-off, task-oriented management or leadership approach.
- Accept risk, particularly if people will benefit.
- Bring together a variety of people, resources, commitments, and programs.
- Focus on areas of agreement but easily negotiate differences among members so everyone can get back to a harmonious environment.
- Lead with the belief that leadership and authority are granted by integrity, not position or title.

**Communication style preferences. You:**

- Speak with energy and excitement.
- Reply quickly with impromptu responses.
- Talk in person rather than communicating in writing.
- Use lively, vivid imagery with both the spoken and written word.
- See the big picture and typically present that first.
- Share your unique insights through unusual approaches.
- Persuade others with emotionally presented material.
- Share personal experiences to make a point.

**Motivators and demotivators. You:**

- Seek variety, challenge, diversity, novelty, and new ideas.
- Want opportunities to express yourself, and to grow and learn.
- Appreciate being affirmed, acknowledged, and recognized.
- Desire opportunities to use your insights for the good of all.
- Love to put out people-fires and create last-minute improvisations.
- Avoid situations in which people are not allowed to participate and contribute.

**On a team, you:**

- Contribute creative ideas along with humanitarian values and limitless potential.
- Are terrific at integrating people, resources, and overall vision.
- Have little patience with the small details, preferring to concentrate on the larger picture.

- Can sometimes lead the team off-track because you see so many possibilities in a project.
- Are irritated by team members who think negatively or see through a small lens.
- Are an optimist about time schedules and workload, sometimes promising more than what is reasonable or doable.
- Are irritated by team members who do not respect others.

**Your learning style includes:**

- A preference for lessons that involve adventurous and creative experiences.
- A need for time to explore possibilities, ask questions, and use imagination.
- Learning through a variety of methods: reading, writing, listening, observing, and interacting with others.
- A dislike of narrow structure or straight lectures.
- Excelling when the teacher or facilitator takes a personal interest in you.

**Suggested careers for an ENFA:**

You should pursue careers in which your talent for innovating can become reality; where you can make a difference and work on projects you believe in. Common occupational choices include:

Management Consultant	Web Designer/Master	University/College Professor
Marketing Director	Public Relations Director	Teacher K–12
Human Resource Director	Actor/Singer/Musician	Psychologist/Counselor
Editor/Writer	Advertising Account	Social Worker
Television Reporter	Executive	Public Health Administrator
Commercial/Fine Artist	Dentist/Orthodontist	Minister/Rabbi/Priest
Graphic Designer	Veterinarian	

**Suggested opportunities for growth:**

- Avoid getting too deeply involved in the personal needs and values of others.
- Practice setting goals. Carefully choose a particular course of action that you can commit to, and then stay on course until it is completed.
- Pay more attention to details and routines.
- Do not take criticism too personally. Turn it into useful feedback for personal growth.
- Pause and reflect first before bounding off in another direction; others can get easily frustrated by your tendency to switch gears in midstream.

## ENFZ Mentoring

Extraverted/iNtuitive/Feeling/organiZing. It is believed that approximately 5 percent of the population shares the ENFZ Type; therefore, it is possible that 95 percent of the people you meet experience some facets of the world differently than you do. As an ENFZ your chief concern is fostering harmony and cooperation between yourself and others. You have strong ideals and a potent sense of loyalty, whether to an employer, a mate, a school, a hometown or a favorite cause. You tend to give generously and work tirelessly to make things perfect for your family, your home, and your place of employment. You are usually good at organizing people to get things done while keeping everyone happy at the same time.

As an ENFZ in the world of work, you will find that you are well armed to deal with both variety and action. Disorganized situations frequently strike you as chaotic. You may be uncomfortable when obliged to function without a schedule, plan, or clear idea of the objectives to be achieved. You are usually willing to take on the responsibility of planning, programming, assigning tasks, developing projects, and delegating activities. Typically patient and conscientious, ENFZs tend to make a concerted effort of sticking with a job until it is finished. When there is a discrepancy between your own performance and your ideal behavior, you might struggle with feelings of dissatisfaction or guilt. You are frequently harder on yourself than the situation warrants. The ENFZ personality type gravitates toward being the idealist and truth-seeker, frequently scanning the horizon for the possibilities in a situation, always with an eye toward the application of ideas to the world of people. This ability arms you well to be a discoverer and a visionary.

As an Extravert, your skill as a persuasive communicator is more likely to be evident in speaking rather than writing. Your comfort with words is illustrated by your bright language and colorful imagery. You are a natural leader and are at your best when leading in direct, face-to-face encounters. You tend to enjoy joint ventures and excel when working with a group. Relationships are a crucial focus for your personality type. You frequently invest your time, energy, patience, and sensitivity in relationships. Your personal strengths are your verbal abilities, sense of empathy, and ability to build harmony.

### **Contributions to an organization. You:**

- Bring energy, warmth, enthusiasm, and cooperation to tasks.
- Are the ultimate “people person,” acting as a catalyst for drawing out the best in others.
- Improve technology and strive for efficiency.
- Plan carefully toward reaching goals.
- Contribute order, a positive attitude, and sociability to an organization.
- Strive to find mutually beneficial solutions and resolutions to problems.
- Easily lead others using high ethical standards.

- Bring the ideal into reality.
- Have the ability to see trends and potential pitfalls.

**Leadership style. You:**

- Are at your best in the role of facilitator.
- Believe work is accomplished by building relationships.
- Demand consistency between organizational goals, actions, and values.
- Enjoy hands-on participation in administering people and projects.
- Try to gauge the schedule to avoid crises, but if one occurs your focus is on the impact it will have on people.
- Inspire innovation and transformation in those you lead.

**Communication style preferences. You:**

- Speak with energy and excitement.
- Reply quickly with impromptu responses.
- Talk in person rather than communicating in writing.
- Use language that is full of metaphors, analogies, and symbols.
- Listen to and hear not only what is said, but also what is **not** said.
- Discuss future challenges to prepare for potential problems.
- Are persuaded by material presented with emotion or of a personal nature.
- Communicate personal experiences to make points.

**Motivators and demotivators. You:**

- Prefer a supportive, organized, and harmonious environment.
- Require positive recognition and opportunities for self-expression.
- Prefer projects that require creativity and involve communicating with others.
- Need and want to be in the lines of communication.
- Like jobs that are not purely task-oriented.
- Are frustrated when only cold, impersonal logic is applied to a situation.

**On a team, you:**

- Are a natural leader and facilitator.
- Develop plans with the project's value or ideal in mind, then supply the needed energy to complete it.

- Bring structure, organization, humor, sensitivity, consensus, and cooperation to the group.
- Allow team members to make mistakes and learn from their errors.
- May frustrate others with your unfailing loyalty to sometimes “unworthy” causes.
- Irritate team members by focusing on personal concerns or by coming across as “too bossy.”
- Are irritated by members who disregard timelines or schedules and who are intolerant of others.

**Your learning style includes:**

- Performing best in a structured learning environment.
- Believing interaction with others and discussion of the lesson to be very important.
- Learning best when you understand how the material is connected to helping people.
- Liking theories and abstractions.
- Resisting instructors/facilitators who are not warm and personable.

**Suggested careers for an ENFZ:**

You should pursue careers where you can meet new people, form long-term relationships, and generate creative solutions to improve the quality of life. Common occupational choices include:

Management Consultant	Graphic Designer	Dentist/Orthodontist
Salesperson	Public Relations Director	University/College Professor
Marketing Director	Actor/Singer/Musician	Teacher K-12
Human Resources Director	Advertising Account Executive	Psychologist/Counselor
Editor/Writer	Physician	Social Worker
Television/Radio Reporter	Occupational Therapist	Public Health Administrator
Commercial/Fine Artist		Minister/Rabbi/Priest

**Suggested opportunities for growth:**

- Consider loyalties carefully.
- Avoid becoming blindly loyal to a group, project, or cause.
- Realize that not everyone shares your level of devotion.
- Avoid becoming overextended and committed to other people’s requests.
- Do not take criticism too personally. Turn it into useful feedback for personal growth.
- Take your time when making decisions.
- Include focused details and objective information when presenting.

## ENTA Improvising

Extraverted/iNtuitive/Thinking/Adapting. It is believed that approximately 5 percent of the population shares the ENTA Type; therefore, it is possible that 95 percent of the people you meet experience some facets of the world differently than you do. ENTAs are highly dynamic individuals who are typically happiest living on the edge of the future. For an ENTA, life is one glorious game. You function continually in the realm of the possible and when absorbed in your latest project, you can think of little else. With an energy level sometimes exhausting to behold, you are virtually tireless in the pursuit of your latest goal—as long as your interest in the project holds. ENTAs tackle an amazing variety of problems with ease, and the breadth of your interests is your strong point. This diversity in work and relationships is the universal key to happiness in your life.

As an ENTA you value logic over sentiment, and it is sometimes impossible for you to appreciate how others value emotion. You do, however, have the interpersonal skills necessary to connect with people when you want to. In tasks requiring quick decisions and fast action, you reign supreme. However, you must constantly be on guard not to act too quickly, particularly without thinking things through completely. ENTAs use intuition to scan the horizon, searching out the possibilities in a situation. This characteristic arms you well to be a discoverer and visionary. You are a thinker, and when you walk into the workplace, everyone around you may hear a computer switch on. You are in love with learning and are fascinated by the very concept of intelligence. You seem to have an inner drive to perform and a highly self-critical nature that continually urges you toward self-improvement.

ENTAs are also supremely self-confident, and your intellectual ability provides the substance needed to accomplish virtually anything you wish for in life. With your outgoing personality, you prefer to work with others in an independent manner. Most likely, whatever work you choose will include a bit of the inventor/promoter. You will do better to target yourself toward work that involves the big picture and bold concepts rather than details and precise facts. As an ENTA you tend to pursue your interests by thinking less about the rules, procedures, and chains of command and more about the end goal. When you find that perfect relationship, job, employer or co-workers, you will be valued for the vision you provide as a catalyst to innovation and creative solutions.

**Contributions to an organization. You:**

- Value achievement and are inspired to take yourself and others beyond stated goals.
- Are extremely flexible and versatile, and you embrace ambiguity.
- Easily take the initiative and instigate change.
- Encourage and reward risk-taking.
- Delight in trouble-shooting and in conquering major problems.
- Generate creative ideas and are highly innovative.
- Think conceptually and are skilled in analysis.
- Brilliantly perceive market trends, future designs, and products.
- Find start-up projects exciting and routine processes boring.

**Leadership style. You:**

- Act as the visionary, persuading and inspiring others with enthusiasm and imagination.
- Are enlivened by crises, formulating theories, and constructing models or systems.
- Prefer to ignore standard or traditional paths.
- Value ideas, energy, willpower, and ingenuity; promoting and rewarding competence in your employees and colleagues.
- Prefer precision and are irritated by inefficiency, errors, and extraneous information.
- Believe power and authority are granted by proficiency, not title or tenure.

**Communication style preferences. You:**

- Speak with passion and commitment; displaying wit and word play.
- Reply quickly with impromptu responses.
- Communicate in person, rather than in written reports.
- Favor brevity, succinctness, objectivity, and mental exactness in written or spoken messages.
- Debate the pros and cons of various options.
- Discuss problems with unusual approaches and insights.
- Persuade others using cool, logical analysis and compelling examples.

**Motivators and demotivators. You:**

- Prefer the start-up phase of a project rather than the ongoing administration.
- Soar in environments where change, flexibility, and risk are present.

- Revel in designing plans and projects, building theoretical and conceptual models, and overcoming limitations.
- Appreciate opportunities to use your conceptual skills and creativity.
- Enjoy work that is not routine or bureaucratic.
- Resist being overcontrolled and overmanaged.

**On a team, you:**

- Contribute lots of enthusiasm and energy.
- Dare the group to go beyond the status quo.
- Bring different viewpoints, clear ideas, inventive new insights, and information to the table.
- Provide analysis and solutions and identify opportunities.
- Irritate others at times by editing everything down to a theoretical model.
- Become frustrated with others who will not look at new prospects or who do not have a can-do attitude.
- Are sometimes irritated by co-workers who do not think abstractly and who make decisions emotionally.

**Your learning style includes:**

- A passion for learning in a competitive and stimulating environment.
- Learning through participating in discussion and questioning others.
- Challenging teachers, facilitators, and classmates to be their best.
- Becoming easily bored once the problems or challenges are solved.

**Suggested careers for an ENTA:**

You should pursue a career that allows you to try new and different approaches and rewards you for your creativity and expertise. Common occupational choices include:

Real Estate Developer/Agent	Human Resources Director	Webmaster
Stock Broker/Trader	Editor/Writer	University/College Professor
Asset Manager	Public Relations Director	Veterinarian
Organizational Consultant	Advertising Account	Psychologist
Business Consultant	Executive	Information Technology
Sales Manager	Architect	Analyst
Marketing Director	Lawyer	Public Health Administrator

**Suggested opportunities for growth:**

- Remember the importance of feelings; not everything is solved through logical reasoning.
- Pay more attention to details and project follow-through.
- Balance present realities and future possibilities.
- Learn how to use rules and regulations to advance your goals.
- Give more recognition and appreciation to others.

## ENTZ Leading

Extraverted/iNtuitive/Thinking/organiZing. It is believed that approximately 5 percent of the population shares the ENTZ Type; therefore, it is possible that 95 percent of the people you meet experience some facets of the world differently than you do. As an ENTZ your desire is to lead. While other personality types may also be natural leaders, it has been said that an ENTZ cannot **not** lead. Your place is at the head of the crowd, marshaling everyone together and moving the group forward. You are rarely content to stand back quietly. Yet, on those occasions calling for you to follow you do so, as long as you know that doing so will bring you closer to your goal.

Living in a world of thoughts, you are keenly analytical. Analysis and objective criticism are second nature to you. As an ENTZ you often have a hard time understanding or appreciating appeals based on anything other than reasoning. You enjoy long-range planning and taking action. Your vision allows you to spot potential pitfalls far ahead, often beyond what is known and obvious. Your intellectual and curious mind thrives on new ideas, theories, and complex problems. With their superior organizational skills ENTZs plan for all contingencies. The systematic style you use to map out the objectives of a project enables you to arrive at your goals on schedule. Your penchant for quick, decisive action often leaves others in the dust. Problems invigorate you. You excel in positions demanding innovative solutions.

ENTZs are quickly disillusioned and unhappy when stifled or overcontrolled. You have little patience with uncertainty, timidity, emotionalism, inefficiency, or confusion. Making tough-minded decisions and taking hard actions does not scare you. ENTZs are comfortable with risk and unafraid of change to accomplish tasks. With such tenacity, work and home life easily intertwine. You are direct in your dealings with other people and you perceive as feedback what other personality types view as criticism. You tend to measure your own value by your accomplishments. But sometimes you set your personal standards for achievement impossibly high. ENTZs tend to live in the future much more than the present. This also means that you tend to relate to people more on an “idea level” than on a personal one. The ENTZ is the creative intellect that boldly challenges accepted theory.

### **Contributions to an organization. You:**

- Readily and joyfully tackle confusion and inefficiency.
- Form commanding, thoughtful, and precise plans.
- Are highly strategic in choosing the direction for an organization or project.
- Rarely take no for an answer.
- Excel during tough times; delight in mental challenges and in solving interesting problems.
- Generate results energetically.

- Can be frank, decisive, and tough-minded with people.
- Are unafraid of change.
- Are open to new ideas or strategies that allow moving forward quickly.

**Leadership style. You:**

- Generate energy and enthusiasm for work; manage people directly instead of indirectly.
- Objectively approach situations, goals, and the tasks at hand.
- Focus on results and how to accomplish the long-term vision.
- Are logical, decisive, and unafraid of making unpopular decisions and taking risks.
- Want independent and free-thinking colleagues and employees; seek to be challenged by others in your thinking or behavior.
- Take pride in treating people well and using resources to the maximum.

**Communication style preferences. You:**

- Speak with energy, excitement, and enthusiasm.
- Reply quickly with impromptu responses.
- Prefer talking in person rather than writing.
- Favor brevity, precision, succinctness, and analysis in all communications.
- Are direct and to the point, becoming impatient with extraneous details.
- Take pleasure in deliberating the pros and cons of various options.
- Persuade through cool, logical reasoning rather than emotions or personal values.
- Persuade with objective passion, decisiveness, and a logical ordering of the facts.

**Motivators and demotivators. You:**

- Enjoy situations requiring tough-mindedness, strategy, and a long-term focus.
- Seek out opportunities to acquire more knowledge.
- Thrive when your hunger for problem-solving is satisfied.
- Prefer situations in which your vision is implemented.
- Seek efficient systems and people, or the opportunities to create them.
- Avoid situations in which you lack the freedom to marshal people, forces, and resources together.

**On a team, you:**

- Bring total dedication to a project.
- Contribute by focusing on the long term, being goal-oriented and delivering results.
- Are adept at finding flaws in proposed solutions.
- Sometimes appear too overpowering or controlling to other team members.
- Become irritated when others do not display your same level of time commitment.
- Are not interested in discussing an issue after closure has been reached.
- Are frustrated by anything that wastes time or resources and does not contribute to the goal.

**Your learning style includes:**

- A preference for learning to be exciting and a major way to move a career forward.
- Looking for action and variety in the classroom; you are interested in how information will affect the future.
- Learning best with an instructor who is well organized.
- Enjoying debate and verbal critiques of your work.

**Suggested careers for an ENTZ:**

You should pursue a career in which you can solve complex problems creatively, develop long-range strategies, and be respected for your contributions. Common occupational choices include:

Financial Analyst/CFO	Sales Director	University/College
Commercial Banker	Marketing Director	Administrator
Investment Banker	Public Relations Director	Chief Information Officer
Real Estate Developer/Agent	Advertising Executive	Public Health Administrator
Stockbroker/Trader	Lawyer	Military Officer
Asset Manager	Systems Architect	
Business Consultant	E-Commerce Executive	

**Suggested opportunities for growth:**

- Slow down once in a while—mistakes can happen when you make decisions too quickly.
- Be sensitive to the needs and imperfections of people; consider others, give praise, and show appreciation.
- Let other people contribute their leadership ideas.
- Remember to focus on details, emotions, and values.
- Take into account all sides before making a decision.

## ESFA Entertaining

Extraverted/Sensing/Feeling/Adapting. It is believed that approximately 13 percent of the population shares the ESFA Type. Thus it is possible that 87 percent of the people you meet experience some facets of the world differently than you do. ESFAs approach life optimistically and are masters at living joyfully and entertaining others. You see the world as it is, approach it with curiosity, observe it well, embrace it openly, and adapt to whatever life may send your way. You are flexible, spontaneous, and practical when it comes to an experience you can process with your five senses. You are effective at communicating your good-natured realism to others. With your open, adaptive nature, you may earn the reputation of being a diplomat or mediator. You have a rare, valuable ability to suggest solutions and to encourage agreement and compromise.

ESFAs are keen observers, endowed with a remarkable ability to integrate and deal effectively with enormous quantities of data—especially if the subject is in the personal realm, since your interests lie more in people than in things. You tend to greet the world with optimism, friendliness, warmth, compassion, and sympathy, wanting to ignore bad news and refusing to let gloomy people affect you. The key to understanding an ESFA is in observing your relationships with others. You are focused on people, tactful and attentive to their needs and expectations. Essentially, you are a spontaneous individual, happy living life as it comes rather than walking the straight and narrow path defined by schedules, commitments, obligations, duties, rules, regulations, and the expectations of others. Typically, work and play are the same for you.

As an ESFA you are able to shift gears quickly, switching from one assignment to another, one technique to the next. You thrive on action and are good in a crisis. You enjoy the challenge of handling unknown situations moment by moment, especially when the outcome is determined by your ability to apply your well-practiced problem-solving skills. The challenge for you is to achieve a balance between your jolly, easygoing nature and your ability to accomplish tangible results. The ESFA personality style is one of grace, cleverness, and flair. You are a process-oriented person who appreciates risk-taking and adventure in pursuit of your goals.

### **Contributions to an organization. You:**

- Bring optimism and a friendly, outgoing nature to work.
- Are spontaneous and flexible in adapting to situations.
- Seek challenge, excitement, and opportunities to be heroic.
- Have enormous talent for getting people to work together.
- Are a natural negotiator and trouble-shooter.
- Develop ingenious shortcuts to obstacles in the physical world. Enjoy hands-on work and lively, harmonious environments.

- Focus on generating practical, tangible results that benefit people.
- Like instigating change if it solves a problem or dilemma.

**Leadership style. You:**

- Lead by promoting goodwill and teamwork.
- Focus more on the short term than the long term and have a sense of immediacy.
- Are unafraid of change, creative solutions, and taking big risks.
- Usually leave implementation of plans to others.
- Effortlessly pull conflicting factions together by soliciting feedback and input from others.
- Pay attention to relationships first, completing tasks second.

**Communication style preferences. You:**

- Speak with energy and excitement.
- Reply quickly with impromptu responses.
- Communicate in person instead of written reports.
- Use concrete and specific language.
- Use wit and banter in communicating.
- Are persuaded by emotionally presented, personal material.
- Communicate personal experiences to make points.
- Focus on the here and now.

**Motivators and demotivators. You:**

- Prefer concrete, tangible, practical work that benefits people.
- Want frequent opportunities to interact with people.
- Enjoy immediate action and crisis situations in which you excel, especially where interpersonal conflict abounds.
- Enjoy work environments that offer choice, variety, and flexibility.
- Want harmonious and pleasant surroundings.
- Avoid situations where there is no support staff to implement your solutions.

**On a team, you:**

- Enthusiastically invite everyone to participate and join together.
- Clearly state tasks and objectives.

- Focus on accomplishing today’s issues, problems, or projects.
- Build morale and an “esprit de corps.”
- Can irritate co-workers by overusing humor or clowning around too much.
- Become irritated by others who find fault and are cynical, gloomy, or contrary.
- Are annoyed by wasted time, long boring meetings, and abstract discussions.

**Your learning style includes:**

- The feeling that there is much to gain when learning is fun and grounded in the present.
- A need for interaction, group projects, and hands-on experiences. Reading, listening, and observing are not enough.
- Maintaining interest by understanding how material is useful, practical, and helpful in the here and now.
- A preference for caring instructors whom you can get to know well and who take a personal interest in you.

**Suggested careers for an ESFA:**

You should pursue a career in which you can master new skills and solve problems using common sense, and where you can use humor to diffuse tense situations. Common occupational choices include:

Customer Service Manager	Physicians Assistant	Physical Therapist
Retail Manager/Sales	Animal Care/Veterinary	Physical Education Teacher
Crisis/Public Relations Agent	Technician	Athletic Coach
TV/Radio Production	Paramedic	Fitness Instructor
Assistant	Firefighter	Corrections Officer
Actor/Musician	Juvenile Parole Officer	
Registered/Licensed Nurse	Police Officer	

**Suggested opportunities for growth:**

- Pay attention to balancing necessary tasks with socializing.
- Work toward prioritizing and completing tasks in a timely manner.
- Remember to value and work with all kinds of information.
- Beware of being overly optimistic and paying too much attention to the personal side of issues; it can lead to a disregard of facts.
- Pay more attention to the big picture and the future while balancing short-term concerns.
- Practice saying no to others. Avoid becoming overloaded and heading toward burnout.

## ESFZ Providing

Extraverted/Sensing/Feeling/organizing. It is believed that approximately 13 percent of the population shares the ESFZ Type. Thus it is possible that 87 percent of the people you meet experience some facets of the world differently than you do. Outgoing and friendly by nature, ESFZs are greatly concerned with fostering harmony and cooperation. You impress your friends as being a no-nonsense person—practical and conventional, sentimental and caring all at once, and in the best sense of the terms. Warm personal interactions, approval, and appreciation keep you going. You are kind, unselfish, charitable, and naturally attracted to underdogs and those in need of a champion. Your sense of obligation may be a driving force, pushing you to take on more and more responsibility for the benefit of others. Your desire to please others may be so strong that you may have a hard time taking criticism as anything but personal.

As an ESFZ you value your possessions and use them wisely. You are unsettled by waste and conspicuous consumption. You tend to live strictly in the here and now; your interests are based in reality: experiences, things, and people. ESFZs are keen observers. You take note of everything you hear and hold an amazing number and variety of facts in your memory. You are not impressed by abstractions and theory. If asked to consider an idea, an ESFZ prefers to see it first rendered into firm plans. Idle speculation and playing with theories do not interest you unless people are involved. You tend to be keenly aware of the feelings of others, and the ordinary politics of business endeavors may cause you some anguish and concern. You need harmony to work happily and well. Because of your outgoing personality you prefer working with companions, so you may wish to think long and hard before accepting a job or work assignment that forces you to work in isolation.

You may find that communication in all forms comes easily to you. You are often an entertaining conversationalist and sympathetic, attentive listener. Being patient and conscientious, you make a concerted effort to stick to a job until it is finished, paying close attention to detail. When an ESFZ joins an organization, it is partly to satisfy the drive to belong to a group. You have probably found that you quickly accept responsibility in any group you join. Look at the bedrock of any organization—the founders, the officers, the chairs of the working committees—and you will find other ESFZs with the same ultra-dependable style you bring to all of your endeavors. ESFZs are the ones who establish, nurture, and maintain organizations.

### **Contributions to an organization. You:**

- Are outgoing, sociable, and willing to maintain relationships.
- Are a hard worker who seeks responsibility and is always accountable.
- Are skilled at logistics and orchestrating resources to accomplish goals.
- Highly personalize the business process and outdo others in managing or selling concrete and tangible products.

- Respect stated channels of communication and command.
- Carry out tasks efficiently, steadily, and on time, with warmth and harmony.
- Have good organizational skills, leading to high productivity.
- Seek to minimize risk and prefer a conservative route.
- Are more comfortable dealing with facts and reality than with theories.

**Leadership style. You:**

- Tend to take charge when no one else does.
- Lead others using personal persuasion rather than analytical reasoning.
- Build a loyal following by showing attention to others' needs, desires, and values.
- Know when to buckle down and get to work and when to back off and socialize.
- Try to gauge the workload to avoid crises.
- Do not care for much change or circumventing stated policies and procedures.

**Communication style preferences. You:**

- Speak with energy and persuasiveness in concrete and specific terms.
- Reply quickly with impromptu responses.
- Talk in person rather than communicating through written reports.
- Usually verbally map out the steps needed to accomplish a particular task.
- Present facts first, followed by practical applications.
- Focus on short-term current realities rather than long-range possibilities.
- Communicate personal experiences to make points.
- Persuade by emotionally presented, structured, and orderly material.

**Motivators and demotivators. You:**

- Operate best in stable and secure environments.
- Flourish in cooperative and harmonious environments.
- Are most productive when given clearly stated expectations.
- Prefer environments where the focus is on executing immediate details.
- Require enough time to complete projects in a timely, accurate, and orderly fashion.
- Avoid situations in which you cannot stay close to the project, action, and people.

**On a team, you:**

- Contribute enthusiasm and organization.
- Offer a systematic and practical outlook.
- Focus on time commitments, agendas, and practical methods.
- Acknowledge everyone's importance and contributions.
- Become irritated by members who do not participate or take responsibility.
- Are frustrated by members who always must debate issues or who continually interrupt.
- Grow impatient with others who waste time or veer from the agenda during meetings.

**Your learning style includes:**

- Enjoyment of practical and pragmatic subjects with immediate applications for people.
- Working best on group projects or hands-on experiments that foster learning.
- A preference for structured learning systems requiring memorization, recall, and drills.
- Learning from experiencing a given topic or subject before reading about it.

**Suggested careers for an ESFZ:**

You should pursue careers in which you can see positive tangible results for people, establish meaningful, ongoing relationships, and master new skills. Common occupational choices include:

Customer Service Manager	Dentist	Social Worker
Retail Manager/Sales	Pediatrician	Elementary Teacher
Office Administrator	Animal Care Technician	Fitness Instructor
Guidance Counselor	Veterinarian	Corrections Officer
Registered/Licensed Nurse	Emergency Dispatcher	Police Officer
Physicians Assistant	Firefighter	Physical Therapist
Public Health Administrator	Parole Officer	

**Suggested opportunities for growth:**

- Practice saying no to others to avoid becoming overloaded and burned out.
- Learn to give and receive feedback in a less personal manner.
- Be more flexible about changing decisions when new information arrives.
- Consider the suggestions of others for possible new ways of doing things.
- Remember to periodically take a look at the big picture instead of the tiny details.

## ESTA Promoting

Extraverted/Sensing/Thinking/Adapting. It is believed that approximately 13 percent of the population shares the ESTA Type. Thus it is possible that 87 percent of the people you meet experience some facets of the world differently than you do. As an ESTA you see the world as it is, approach it with curiosity, observe it well, embrace it openly, and adapt to whatever life may send your way. You are flexible, spontaneous, and practical when it comes to any experience you can process with your five senses. ESTAs must be free to experiment and experience life directly. You are happiest when you can live life today, doing things on impulse rather than out of commitment, obligation, or duty. You tend to do what needs to be done, moment-by-moment.

Work frequently becomes play, and ESTAs are often great athletes, artists, craftworkers, and musicians. You thrive on action and are good in a crisis. You enjoy handling unknown situations, in which the outcome is determined by your ability to apply your well-practiced problem-solving skills. You have a zest for living and revel in the physical comforts of life: great food, nice clothes, good housing, and fun times. ESTAs place a high value on enjoying life, so whatever your financial prospects you will always find the means for recreation. It is no wonder that people genuinely like you and enjoy your company. The challenge for those of you with this personality style is to continually strive to balance your come-what-may open nature with your less-developed organizing abilities.

ESTAs are more likely to make decisions based on logic rather than emotion. In other words, you respect rationality and pay close attention to the objective facts of any situation. Your Sensing characteristic makes you a keen observer, and you deal effectively with enormous quantities of data. Many ESTAs have a lifelong fascination with machines, toys, instruments, tools and other objects you can work with your hands. You are effective at communicating your good-natured realism to others. You have a rare and valuable ability to suggest solutions along with encouraging agreement and compromise. The entrepreneurial side of life may appeal to an ESTA. You have the ability to be an architect of solutions, and your love of working in a crisis situation can be a real asset in the corporate jungle.

### **Contributions to an organization. You:**

- Provide optimism and a can-do attitude, working to remove obstacles.
- Are a master trouble-shooter.
- Are a skilled and vital negotiator.
- Strive for efficiency and results.
- Readily adapt to changing situations.
- Rely on firsthand experiences instead of theories.
- Are undaunted by and willingly accept risk.

- Provide grounded, blunt, and sober assessment of situations.
- Seek solutions that have a lot of impact.

**Leadership style. You:**

- Motivate and inspire others.
- Enjoy solving immediate problems and making an impact.
- Dramatically and readily take charge in a crisis.
- Have the ability to blend differing views together and keep things moving forward.
- Structure environments for fun, flexibility, and motivation.
- Expect leadership to be based upon performance, not position or length of employment.

**Communication style preferences. You:**

- Speak with energy, excitement, charm, wit, vitality, and dash.
- Reply quickly with impromptu responses.
- Talk in person rather than communicating with written reports.
- Skillfully mirror the language of others.
- Focus on current situations, not future concerns.
- Present information in concrete, realistic, no-nonsense terms.
- Persuade through common-sense logical analysis.
- Offer personal experiences to make points.

**Motivators and demotivators. You:**

- Need environments where opportunities and options abound.
- Value working in environments that call for action and quick decisions.
- Like associates who are equally hard-working.
- Work best with a well-organized support staff.
- Relish challenge, thrive on solving problems, opt for tangible payoffs.
- Avoid positions with diminishing freedom or where you feel controlled.

**On a team, you:**

- Provide clever solutions yielding practical results.
- Undertake the task of locating resources and removing obstacles.
- Easily incorporate the suggestions of others in a nonjudgmental, logical way.

- Establish objectives, routes, purpose, and benchmarks.
- May irritate team members by acting too fast and improvising on the spur of the moment.
- Are irritated by team members who are reluctant to keep up with your pace.
- Become annoyed by people who are inflexible.

**Your learning style includes:**

- Excelling when learning is active and involves participating with others.
- Enjoying hands-on experiences and direct observations.
- Boredom with theorizing, long-range planning, focusing on concepts, and learning material that has little immediate relevance.
- A preference for instructors who are entertaining and who provide lots of activities; you do not hesitate to challenge them when they are too abstract.

**Suggested careers for an ESTA:**

You should pursue a career in which you can use your excellent logical reasoning to troubleshoot, see tangible results, and be surrounded by excitement and challenge. Common occupational choices include:

Industrial/Civil Engineer	Agribusiness Manager	Police Detective
Retail Store Manager	Emergency Physician/Nurse	FBI Agent
Manufacturing Manager	Firefighter	Sports Agent
Large-Animal Veterinarian	Corrections Officer	Physical Therapist
Lawyer/Litigator	Military Officer	Professional Athlete
Surgical Assistant	Physical Education Teacher	Pilot
Rancher/Farmer	Fitness Instructor	

**Suggested opportunities for growth:**

- Set priorities and goals to avoid the appearance of being irresponsible or stressing others.
- Try to look beyond the quick fix and into the longer-term effects of decisions.
- Remember the feelings of others and try not to overlook what others appreciate.
- Learn to value the benefits of theory, concepts, and abstractions.
- Be more tolerant of people who need inner contemplation and time before taking action.

## ESTZ Supervising

Extraverted/Sensing/Thinking/organizing. It is believed that approximately 13 percent of the population shares the ESTZ Type. Thus it is possible that 87 percent of the people you meet are experiencing some facets of the world differently than you do. As an ESTZ you are a natural organizer of your environment. You use your reasoning ability to take charge of as much of your life as possible. You are most comfortable when you are able to plan ahead, get the facts, set goals, lay out a timetable, and organize the players. Those objectives usually concern people, objects, and situations rather than theories and ideas. ESTZs trust information that is rooted in the real world. In work, that translates into patience with familiar tasks, skills, and routines. As an ESTZ you work steadily toward your goals, and with much greater accuracy than other types. You enjoy the predictability of a well-laid-out life. In problem-solving situations, you tend to apply and adapt past experiences automatically, distrusting the unusual approaches suggested by colleagues.

ESTZs are natural managers, directors, or executives, and when offered the chance to show your abilities, you pour your energy into the job. You have little sympathy for ineffective or inefficient work. You have a clear-cut view of what it means to do a job well. You are not shy about letting people know what your values are. ESTZs are open and straightforward about their views, preferences, prejudices, and decisions. You prefer clear-cut choices and display intolerance for ambiguous situations. If asked to consider an idea, you prefer to see it translated into firm plans complete with facts and figures before you pour your time and energy into evaluating its worth. But unless you take the time to slow down and attend to other people's points of view, you may judge too quickly, without all of the facts.

ESTZs like a harmonious, orderly, routine home life emphasizing traditional values. You value your possessions. Given a choice, you will spend your money on useful furnishings and major pieces that will see many years of service. You are unsettled by waste and conspicuous consumption. You have a distinct sense of obligation, and responsibility is a driving force, pushing you to take on more and more tasks for the benefit of others. Because of your organizing abilities and realistic observations, people with this personality type often represent an important component within civic and social groups. Friends appreciate the ESTZ's ability to look at any situation in a practical, no-nonsense way. ESTZs are product-oriented people who set, appreciate, and value high standards.

### **Contributions to an organization. You:**

- Complete tasks accurately, on time, with all details in place.
- Get results and are a natural salesperson.
- Masterfully create efficient systems.
- Are action-oriented and do not hesitate to be tough-minded.

- Are practical and realistic, moving step-by-step toward goals.
- Handle problems directly and decisively.
- Organize and structure processes and people.
- Like accomplishment and actual, physical applications.
- See little usefulness in change, particularly if things are working fine.

**Leadership style. You:**

- Are a born administrator of resources, people, and projects.
- Prefer to concentrate on the work, not the people conducting the work, but offer appreciation to those who earn it by producing.
- Are direct and resolute in getting to core issues.
- Use time-tested, established methods to achieve short-term results.
- Are very conservative regarding change, set high standards and stick to them.
- Believe authority is gained over time by producing positive results.

**Communication style preferences. You:**

- Speak with energy and forcefulness.
- Reply quickly with impromptu responses.
- Communicate in person, instead of writing reports.
- Use brevity, succinctness, objectivity, and mental exactness.
- Use concrete and specific, rather than abstract and theoretical, speech.
- Present facts, followed by practical applications.
- Are convinced, and convince others, by orderly logical reasoning.

**Motivators and demotivators. You:**

- Prefer a stable, secure, predictable, and consistent environment.
- Seek opportunities to work with people who follow through.
- Prefer surroundings where you can interact with people.
- Work best in an atmosphere that provides a sense of belonging.
- Need to know that your efforts have tangible and practical payoffs.
- Avoid situations in which you do not have responsibility or cannot maintain control.

**On a team, you:**

- Are a natural team player.
- Are a driving force for planning and accomplishment.
- Challenge others to live up to your high standards of excellence.
- Are concerned with present realities, not future concerns.
- Conduct business with a no-nonsense and direct demeanor.
- Become frustrated by meetings that are not focused or fail to follow clear agendas.
- Do not appreciate actions that waste time or cause you to stray from the task at hand.

**Your learning style includes:**

- Preference for structured lessons that have a purpose, with no deviations in the schedule.
- Learning best with hands-on, concrete activities—drills and memorization tasks.
- Preference for fact-oriented teaching with little use for impractical concepts.
- Expecting instructors to be fair, consistent, and to apply the rules evenly.

**Suggested careers for an ESTZ:**

You should pursue a career in which you can take on a lot of responsibility, see the results of your practical methods, and be measured in a fair, logical way. Common occupational choices include:

Financial Analyst/CFO	Advertising Executive	Corporate Lawyer
Commercial Banker	Hardware/Software Architect	Judge
Investment Banker	School Administrator	Agribusiness Manager
Real Estate Developer/Agent	Public Health Administrator	Physician
Stockbroker/Trader	Military Officer	Corrections Officer
Asset Manager	Industrial/Civil Engineer	FBI Agent
Business Consultant	Retail Store Manager	Physical Therapist
Sales Director	Manufacturing Manager	Airline Pilot
Marketing Director	Large-Animal Veterinarian	

**Suggested opportunities for growth:**

- Watch your tendency to be blunt and try to consider the needs, desires, and feelings of others.
- Periodically modify your expectations of others to keep people motivated.
- Learn the art of giving positive feedback as opposed to critical evaluations and direction.
- Be open to new ways of doing things; listen to others' ideas and alternatives.
- Pay closer attention to the big picture to balance short- and long-term goals.

## INFA Supporting

Introverted/iNtuitive/Feeling/Adapting. It is believed that only 1 percent of the population shares the INFA Type. Thus it is possible that 99 percent of the people you meet are experiencing some facets of the world differently than you do. As an INFA you are capable of immense sensitivity and have an enormous emotional capacity, which you guard closely. You have to know people well before you display warmth, let down your guard, and extend your trust. Relationships are a crucial focus for you. You seek to understand others deeply and to have that understanding reciprocated with loving acceptance.

INFAs naturally value inner processes over external signs. In general your actions and attitudes are guided by a strong internal sense of values, independent of the judgments of others. You have a powerful sense of faithfulness, duty, and commitment to the people and causes that attract you. You take your obligations seriously, enforced by your sense of morality. Genuineness and sincerity are what matter to INFAs. You know instinctively how to reach people and how to communicate your vision with clarity in persuasive writing. More than any other personality style, you are able to express emotion and to move people through your communications. You work for humankind and write so that people will understand your thoughts.

Functioning in a sea of people may be exhausting and draining for you, but living in isolation would be unimaginable. INFAs prefer a quiet working environment and, despite your attraction for human companionship, will often find that you work best alone. You will find your greatest comfort through compromise—interacting with others closely, intimately, and in most cases, in small, cooperative groups or one-on-one. INFAs trust their inner vision and are willing to act at an instinctual level. You look toward the future. Creativity is your hallmark. You are a true perfectionist when it comes to your work. You see whatever you do as an extension of who you are; therefore, you are almost driven to do your best at any task you undertake.

Harmony is essential for you in your personal environment, and you seek to promote peace and cooperation around you. INFAs are masters of the well-placed compliment and the encouraging pat on the back. INFAs also have no trouble shifting gears from one task or assignment to another, one technique to the next. With work, it is apparent that you will be at your best only in a job you truly believe in. Whatever field you choose, your INFA style will be marked by sincere enthusiasm, born of your deep commitment to your calling.

### **Contributions to an organization. You:**

- Are creative and see the big picture.
- Prefer working on a few projects that have deep meaning.
- Enjoy cooperative environments and are pledged to the development of people.
- Are conceptually oriented, always pushing for your values.

- Are unafraid of change, comfortable with ambiguity, and patient with complexity.
- Like solitude and concentrate intensely on your projects.
- Are idea-oriented, always seeking new possibilities.
- Are more project-driven than deadline-driven.
- Desire freedom from structure and rules in order to respond quickly to situations.

**Leadership style. You:**

- Are subtle, indirect, gentle, passionate, and inclusive in persuading others of your vision.
- Affirm individual contributions and promote group undertakings.
- Accomplish results in your own way.
- Enjoy challenges and finding solutions and are unafraid of taking risks.
- Pay careful attention to the people involved during crisis situations.
- Believe that power and authority come through integrity and credibility rather than through rank.

**Communication style preferences. You:**

- Keep your energy and excitement to yourself.
- Reflect before replying and wait to be drawn out.
- Speak with individuals instead of large groups.
- Prefer written reports to talking in person.
- Use speech that is more global and metaphoric than detail-oriented.
- Speak of ideals, values, and the big picture.
- Are persuaded by emotionally presented, personal material.
- Communicate personal experiences to make points.

**Motivators and demotivators. You:**

- Enjoy fun projects, but not loud, noisy environments.
- Desire freedom from structure and rules and like timelines and schedules that are flexible.
- Function best when working one-on-one or in small groups.
- Seek work that is meaningful and contributes to the betterment of people.
- Appreciate personal acknowledgment.
- Dislike discord, mindless routine, and work filled with detailed data.

**On a team, you:**

- Bring quiet good humor to the group; orchestrate unity and harmony.
- Provide provocative ideas, future possibilities, and a big-picture viewpoint.
- Are gentle, friendly, listen intently to others, and offer encouragement.
- Inspire and move people to go beyond the status quo.
- Provide vision and a focus on ideals and values.
- Like to work with people who are open to new ideas, possibilities, and different opinions.
- Become irritated by overly serious team members.

**Your learning style includes:**

- A preference for flexible environments where you can use imagination and creativity.
- Learning best from lectures and written work rather than rote methods.
- Enjoyment of abstractions and the world of ideas.
- A preference for instructors or trainers who are personally interested in you.

**Suggested careers for an INFA:**

You should pursue careers in which you can be inspired, grow professionally, try creative approaches to problems, and help others improve their lives. Common occupational choices include:

Human Resource Director	Landscape Architect	Psychiatrist
Writer/Novelist	Architect	Public Health Administrator
Commercial/Fine Artist	Interior Designer	Minister/Rabbi/Priest
Graphic Designer	Veterinarian	Translator/Interpreter
Web Designer	Liberal Arts Professor	Foundation Executive
Performing Artist	High School Teacher	
Museum Curator	Psychologist/Counselor	

**Suggested opportunities for growth:**

- Learn to determine whether visions and plans are practical and workable.
- Try to focus more on action and doing instead of reflection and contemplation.
- Be more careful with your time to avoid burnout; your highly empathetic nature can lead to being neglectful of your own needs.
- Practice depersonalizing critical feedback and learn to give constructive criticism to others.
- Remember to share ideas, dreams, and visions so others can help you realize them.

## INFZ Foreseeing

Introverted/iNtuitive/Feeling/organiZing. It is believed that only 1 percent of the population shares the INFZ Type. Thus it is possible that 99 percent of the people you meet are experiencing some facets of the world differently than you do. As an INFZ you are an imaginative, inspired, tenacious, creative, and inward-looking person who is also periodically stubborn, easily bored by routine work, and who often pays little attention to obstacles. Outside obstacles and expectations mean less to you than the high personal standards you set for yourself. INFZs make decisions easily, and your friends and associates tend to perceive you as a self-confident and individualistic thinker.

More than any other type, you live in a world of ideas, an array of concepts and associations so unique that most people around you will not fully comprehend your vision. You focus on the possible, develop plans to bring your ideas into practice, and pour all your energy into achieving your goal. You often see problems well before they arise and decide in advance what to do in case of difficulties. As an INFZ you trust your intuition and are not afraid to act on an instinctual level. Your ability to make value judgments on the basis of intangible data often baffles other personality types. But your experiences usually validate your insights. In persuasive writing you know instinctively how to reach people and communicate your vision with clarity. You, better than any other personality style, can express emotion and move people with your written communication.

Genuineness and sincerity are what matter to you. You do not casually reveal your inner self to others. INFZs invest their time, energy, and affection in only a few people, measuring friendships by depth and longevity rather than by breadth or number. You seek to understand others deeply and to have that understanding reciprocated. Although you cherish the companionship of people, you prefer a quiet working environment, often finding that you work best alone. To perform at your peak, you require harmony. You are a true perfectionist when it comes to the quality of your work. You are not satisfied until the job is perfect, the design is ideal, or the document is flawless. When a project demands working long hours without a break, INFZs can often outlast even the most tenacious co-workers to finish the job.

Creativity is your hallmark. Whatever field of work you choose, it is critical for an INFZ to stop for a moment and pay close attention to your personal needs so that the flower of your creativity can reach full bloom.

### **Contributions to an organization. You:**

- Are quietly forceful, personable, and genuinely concerned for others.
- See possibilities and relationships missed by most others.
- Have single-minded concentration and the ability to follow through.
- Offer insight about future opportunities.

- Like tackling complex issues involving people and material.
- Focus on building harmony and work toward the common good.
- Generate innovative solutions to complex problems.
- Bring creativity and a future orientation to an organization.
- Trust and pursue your own unique and creative inner vision, even if it means taking risks.

**Leadership style. You:**

- Become an advocate for others and their talents.
- Inspire others to follow by your enthusiasm and faith.
- Pay intense attention to bringing your inspirations to reality.
- Prefer planning in advance and covering all contingencies to avoid crises.
- Are willing to be a pioneer, venturing into uncharted territories.
- Courageously challenge confirmed experts or popularly accepted beliefs.

**Communication style preferences. You:**

- Keep your energy and excitement contained.
- Need time to reflect before replying and waiting to be drawn out.
- Speak with individuals rather than large groups.
- Prefer written reports to talking in person.
- Use language that is global and colorful, instead of precise and plain.
- Give new insights and use unusual approaches.
- Are persuaded by emotionally presented, personal material.
- Communicate personal experiences to make points.

**Motivators and demotivators. You:**

- Function best within a quiet and orderly environment.
- Need caring and harmonious surroundings.
- Appreciate positive feedback about your unique contributions.
- Seek opportunities to learn, grow, and solve problems.
- Prefer the freedom to express and carry out your ideas, preferably one at a time.
- Avoid situations in which you cannot be creative and innovative.

**On a team, you:**

- Encourage harmony and get everyone to contribute.
- Provide big-picture overviews and in-depth synopses.
- Bring creative and clear-sighted perceptions and visions to the table.
- Masterfully synthesize people, resources, goals, and visions.
- Become irritated by team members who show little caring for others.
- Irritate others by stubbornly clinging to an idea.
- Dislike pessimistic members and those who fail to contribute.

**Your learning style includes:**

- A value for lifelong learning by interacting with others or through reading and writing.
- Preference for tools and materials that are organized.
- Enjoyment of future-oriented concepts, theories, abstractions, and ideas.
- Avoiding dictatorial educational settings, as well as black-and-white thinking.

**Suggested careers for an INFZ:**

You should pursue a career in which you can use your imagination and creativity, tackle challenges, and work on a variety of projects that help others. Common occupational choices include:

Writer/Novelist	Landscape Architect	Psychologist/Counselor
Commercial/Fine Artist	Interior Designer	Psychiatrist
Graphic Designer	Veterinarian	Public Health Administrator
Performing Artist	Liberal Arts Professor	Minister/Rabbi/Priest
Museum Curator	High School Teacher	Translator/Interpreter
Architect	Librarian/Archivist	Foundation Executive

**Suggested opportunities for growth:**

- Practice being more objective, realistic, and open to current facts.
- Learn when to cut your losses if visions do not pan out.
- Practice speaking up about ideas; be more assertive.
- Try not to take criticism or conflict too personally.
- Remember to pay attention to personal needs to prevent burnout.

## INTA Inventing

Introverting/iNtuiting/Thinking/Adapting. It is believed that only 1 percent of the population shares the INTA Type; therefore, it is possible that 99 percent of the people you meet are experiencing some facets of the world differently than you do. Like great theoreticians with analytical genius, INTAs have the ability to pursue a goal single-mindedly, avoiding distractions and sidestepping obstacles. In any group of people that share the hallmarks of originality, insight and creativity, INTAs will find a number of kindred souls. You have great intellectual curiosity, speed of understanding, ingenuity, and a wealth of ideas for dealing with problems. Absorbed by the inner world of thoughts and ideas, you use your rational abilities in an adept, objective, and impersonal manner. Your friends and associates are likely to describe you as subtle, imaginative, ingenious, and a bit shy.

Your greatest personal strength lies in your ability to patiently and thoroughly work out the principles of a system, operation, or problem. In fact, as an INTA you tend to happily lose yourself in your world of thoughts. Moving from one intuitive understanding to another is usually effortless for you. Before you communicate and contribute your thoughts, you will always first make sure you have them clearly organized internally. As a result, you may sometimes be seen as reserved and withdrawn. Because of your desire to express your thoughts and concepts correctly, conversations can quickly turn into articulating the exact truth about even the tiniest pieces of the entire puzzle. But INTAs certainly appreciate those who have the patience and attentiveness to keep up with them.

You are in love with learning and fascinated by the concept of intelligence. Always setting high standards, you maintain a mental list of things you ought to learn, accomplish, and master. When working on a project that is important to you, you are such a perfectionist that you don't always realize you have passed the point when it truly was "good enough." You prefer a quiet working environment and can easily work alone. Working long hours on a project without a break is not bothersome to you. You tend to always be scanning the horizon for new or overlooked possibilities in any situation. This characteristic allows you to be an explorer and a visionary. Overall, as an INTA, you appreciate intelligence, continually seek to increase your knowledge, and can visualize the possibilities.

### **Contributions to an organization. You:**

- Seek to continually acquire new knowledge and competencies.
- Are flexible, unstructured, and see beyond rules and procedures.
- Are a strategist and visionary.
- Use systematic, intellectual precision and expertise in problem solving.
- Enjoy the world of ideas and analysis and designing complex systems.
- Have strongly defined interests and enjoy working on an intellectual level.

- Are a reserved, quiet, and deeply reflective high achiever.
- Become utterly absorbed in seeking answers to your major interests.

**Leadership style. You:**

- Usually do not seek management or leadership roles, preferring to work autonomously and solve complex problems at the technical level.
- Prefer intellectual rather than emotional interaction, relating to others through expertise.
- Establish an agenda and stay focused on the long term.
- Present options for groups to make majority or consensus decisions.
- Meet crisis creatively but do not take unnecessary risks.
- Believe power and authority are granted by competence, not title and tenure.

**Communication style preferences. You:**

- Keep your energy and excitement contained.
- Reflect on your response before replying and need to be drawn out.
- Speak with individuals rather than large groups.
- Prefer written reports rather than talking in person or in meetings.
- Favor brief and succinct conversation without repetition and redundancy.
- Like giving highly complex and abstract presentations.
- Are persuaded by thoughtful, rational analysis.
- Persuade others through logical reasoning rather than personal examples.

**Motivators and demotivators. You:**

- Always need to achieve, acquire new knowledge, and become more competent.
- Prefer nonemotional, logical environments where justice and accuracy prevail.
- Excel when not hampered by rules, procedures, and day-to-day routine.
- Like peace and quiet and time to reflect alone.
- Prefer opportunities to research, analyze, design, and problem-solve future projects.
- Become irritated with errors, redundancies, and inefficiencies.

**On a team, you:**

- Tend to be reserved; to work alone for the group project and goals.
- Solve problems and identify underlying issues.

- Offer impartial observations and perceptions using logic and reason to support decisions.
- Naturally become the expert resource on issues.
- Can irritate others by being too intellectual and reducing everything to logical statements.
- Become frustrated by a lack of vision, direction, or commitment.
- Are disturbed by waste and interruptions.

**Your learning style includes:**

- Adherence to a lifelong learning philosophy that is deeply reflective.
- A concentration on concepts, abstract theories, identification of working principles and categorization, and boredom with rote, drill, and the memorization of details.
- Focusing on the broad picture by theorizing and delving deeply into the subject.
- Viewing instructors and facilitators as equals and not hesitating to challenge them.

**Suggested careers for an INTA:**

You should focus on careers in which you can delve in depth into one project at a time, analyze systems, and design innovative approaches in a free-thinking, improvisational environment. Common occupational choices include:

Business Researcher	University Professor	Museum Curator
Investment Analyst	Architect	Architect
Actuary	Systems Engineer	Interior Designer
Editor	Hardware Designer	Psychologist
Technical Writer	Commercial/Fine Artist	Psychiatrist
Chemist	Graphic Designer	Minister/Rabbi/Priest
Biologist	Web Designer	Translator
Philosopher	Performing Artist	

**Suggested opportunities for growth:**

- Try to notice and comment on things people are doing right.
- Pay greater attention to follow-through and taking action along with theory and planning.
- Practice letting go of minor inconsistencies that keep projects hanging indefinitely.
- Increase communication with others so they can understand and follow your conclusions.
- Ask others for feedback. Your perfectionist tendencies make you your own worst critic.

## INTZ Strategizing

Introverted/iNtuiting/Thinking/organiZing. It is believed that only 1 percent of the population shares the INTZ Type; therefore, it is possible that 99 percent of the people you meet are experiencing some facets of the world differently than you do. Imaginative, inspired, tenacious, creative, and driven are all words that aptly describe an INTZ. You live in a world of pure ideas, a sea of concepts and associations so unique to your mind that not many others can share your vision. You are self-confident and individualistic, and typically do not need permission or understanding from the world to believe in yourself. Some of history's greatest inventors and researchers have shared this kind of calm trust in their own ideas, focusing on the possible, developing plans to bring ideas into reality, and pouring all of their energy into reaching their goals, regardless of obstacles that may get in the way.

You are happiest in a job that lets you roam from one project to the next, turning your particular combination of intuition, thinking, and organizing to the next invention or reorganization. As an INTZ, whatever career field you choose, you are almost certain to approach it as an inventor, innovator, organizer, and reviser. You tend to be good at filtering out extraneous information so that you can focus on the critical issues to formulate plans, settle conflicts, and wrap up deals with a minimum of delay. But you may also restrict the flow of information by allowing discussion of only what you consider to be “the essentials.” INTZs like you can find it impossible to change the plans you have made or to shift gears, once you have decided on a course of action.

In love with learning and fascinated by the concept of intelligence, you have an inner drive for performance and continually strive for self-improvement. You probably set high standards for yourself, repeatedly reciting a mental list of things you ought to learn, accomplish, and master. You do not mind working long hours on a project without a break, and you take great pride and interest in your job. INTZs often will find the time to tackle the most difficult problem and unravel the most complicated situation. However, you need peace to work most comfortably. You are inclined to make decisions on an impersonal and logical basis. You may be aware that such impersonal behavior negatively affects values-based people, but you also recognize that separating your personal views from your work personality is important if you are to succeed in highly competitive work fields.

Whether or not the work you choose is in the field of science, your mode of thought will basically be scientific in nature. Overall, as an INTZ you tend to appreciate intelligence and continually seek to increase your knowledge.

### **Contributions to an organization. You:**

- Are a master of ideas and systems and designing and building new models.
- Excel at analysis and strategy development.

- Have faith in your inner vision which, coupled with sheer willpower, moves mountains.
- Are determined to accomplish goals and master new skills.
- Enjoy working in an environment where there is freedom to envision and design plans.
- Design and implement plans for the most efficient and effective use of existing resources.
- Are brilliantly and boldly innovative in thought and action.
- Prefer to work alone, rarely consult with others, and need private time to think.
- Are unafraid of change and complex problems.

**Leadership style. You:**

- Are forceful and decisive in leadership roles, focusing more on tasks than on relationships.
- Provide focus by helping to define, determine, and accomplish a stated purpose.
- Move quickly in a crisis once all the pieces of the puzzle are in place.
- Are unafraid to completely overhaul the entire organization if necessary.
- Base authority on competence, not on assigned titles or length of employment.

**Communication style preferences. You:**

- Communicate only those elements deemed essential and do not state the obvious.
- Reflect before replying and need to be drawn out.
- Speak with individuals rather than large groups.
- Prefer written reports to talking in person.
- Use brevity, succinctness, objectivity, and mental exactness.
- Persuade others through clear thinking, logic, and debate.
- Are persuaded through cool, logical analysis, unusual insights, and approaches.

**Motivators and demotivators. You:**

- Like to plan, design, and implement models, systems, and efficient, long-range strategies.
- Enjoy working with other self-reliant individuals and require autonomy.
- Like structure and order, would rather not attend too many meetings, and need plenty of private time for introspection.
- Find the ambiguous exciting and enjoy striving for clarity.
- Avoid environments governed by bureaucracy, protocol, and paperwork.

**On a team, you:**

- Can be a team player if your participation will get the job done.
- Provide strategy, vision, the bigger picture, and new perspectives.
- Systematically schedule and complete tasks on time.
- Analyze the alternatives and offer new perspectives, long-term strategy, and vision.
- Irritate others by sometimes being single-minded in completing a task or project.
- Become irritated by others who don't show respect for your ideas or questions.
- Are impatient with team members who are slow to grasp information.

**Your learning style includes:**

- Being a passionate, independent, and resourceful learner who is bored by routine.
- Enjoying the time and liberty to become totally absorbed in a topic of interest.
- Learning by developing and organizing models that explain how something works.
- Being challenged, particularly by instructors or facilitators you respect.

**Suggested careers for an INTZ:**

You should pursue careers that provide creative and intellectual challenge and the freedom to work independently: a profession in which you can maintain your high standards and have control over the outcome. Common occupational choices include:

Business Strategist	Biologist	Hardware Designer
Economist	Physicist	Museum Curator
Investment Analyst	Pharmaceutical Researcher	Psychologist
Insurance Actuary	University/College Professor	Psychiatrist
Editor	Architect	Minister/Rabbi/Priest
Technical Writer	Scientific Researcher	Translator
Chemist	Systems Architect	

**Suggested opportunities for growth:**

- Notice things that people are doing correctly before pointing out their mistakes.
- Be more aware of the motivations, attitudes, emotions, and needs of others.
- Strive for greater flexibility and openness.
- Learn to bring others into projects, ideas, and designs; practice delegating.
- Learn to master the more concrete and routine details even though you find more fun and enjoyment in the theoretical and abstract world.

## ISFA Performing

Introverted/Sensing/Feeling/Adapting. It is believed that approximately 6 percent of the population shares the ISFA Type. Thus it is possible that 94 percent of the people you meet are experiencing some facets of the world differently than you do. ISFAs are often cheerful and lighthearted, warm and sensitive, but your deeply held values are sometimes hidden from others. Your focus is on your personal values, or the search for them, and you take the task of clarifying what is most important to you very seriously. For others to see you only as carefree and lively is to overlook your depth and complexity.

Because an ISFA is highly empathetic, you gather an abundance of information about others, then seek to understand what the data means and how you can use it to help them. You are often exceptionally accurate in your assessments of others. You generally have an optimistic, here-and-now personality that is strongly oriented toward practicality. Your spontaneity and sense of humor contribute to your reputation as a person who knows how to play. You are often happiest when you can live life today unencumbered by boring or demanding routines. Activity and action make you most happy. ISFAs love the real world: nature, tangibles, gadgets, tools, and things you can work on with your hands. People with your personality type like doing anything that expresses who you are in a direct, physical way.

ISFAs also have a characteristic attitude about communication: it should be clear, understandable, direct, and precise. You are a hands-on problem-solver, but in a warm, sympathetic, and people-oriented way. You are very sensitive to other people's feelings and needs and have a deep desire to please. You praise the accomplishments of others, lend a sympathetic ear to their problems, and try to avoid being the bearer of bad news or criticism. Yet you can be courageous and bold when tackling a complex problem or complicated task that requires an immediate, practical, or manual solution. ISFAs tend to be mentally active at all times, but you have a unique ability to balance reflection and action. You immediately grasp what is necessary in a situation and then take action without getting lost in evaluating all the other possible options. Because you are calm in a crisis and able to easily and quietly sort through tangled information with flair, it appears that you find a solution without much effort. But that is simply one of your many talents.

### **Contributions to an organization. You:**

- Are optimistic in attitude and outlook.
- Are unafraid of risk and change, particularly if you instigate it.
- Focus on the human side of work and the well-being of others.
- Are tactical by nature; like challenge, variety, and nonrepetitive work.
- Desire to make an impact with your solutions and results.
- Bring craftsmanship and aesthetics to your work.

- Love to overcome obstacles.
- Are reflective and practical, solving immediate and concrete problems.
- Bring people and tasks together in a cooperative manner.

**Leadership style. You:**

- Rise to any occasion and readily adapt; you seek the most expedient solution to a problem.
- Use personal loyalty, along with gentle persuasion, to motivate others.
- Avoid convoluted problems and believe that talk is cheap—you want to see results.
- Are at your best when responding to a crisis and enjoy challenge and taking risks.
- Like to work independently and call the shots, and admire the creative initiative of others.
- Believe that power and authority come through superior performance, not rank.

**Communication style preferences. You:**

- Keep energy, excitement, and enthusiasm within.
- Reflect before replying and wait to be drawn out.
- Speak with individuals rather than large groups.
- Receive information in short summary form.
- Like concrete and specific language; action rather than words.
- Communicate personal experience to make points.
- Are persuaded by emotionally presented, personal material.
- Focus communication with others on the here and now.

**Motivators and demotivators. You:**

- Enjoy environments where you can become totally absorbed in a project.
- Like flexible schedules and nonroutine work; welcome surprises and crisis situations.
- Enjoy variety, challenge, excitement, and opportunities to solve problems.
- Prefer hands-on projects that need action and concrete, specific, and immediate results.
- Seek freedom from rules, procedures, regulations, hierarchies, and strict lines of authority.
- Avoid working with “doom and gloom” people.

**On a team, you:**

- Are dedicated to accomplishing whatever needs to be done.
- Bring a quiet humor to the team.
- Generate here-and-now ideas, which others can then pursue.
- Bring a strong dose of common sense to projects and solutions.
- May annoy others with your extreme sensitivity.
- Have difficulty with a team that won't collaborate, cooperate, or share information.
- Can become annoyed with team members who are intolerant of the ideas and contributions of others, or who come late and are disrespectful to others.

**Your learning style includes:**

- Liking subjects that are relevant, practical, applicable, and focused on people.
- A preference for learning situations in which you have flexibility, freedom, and spontaneity.
- Learning best through hands-on experience.
- Thriving in an environment with caring instructors and lots of encouragement.

**Suggested careers for an ISFA:**

You should pursue careers that offer a real and practical purpose, where you can affect people in a tangible manner, and where each new day brings a different experience than the day before. Common occupational choices include:

Real Estate Agent	Fashion Designer	Athletic Coach
Marketing Representative	Veterinarian	Child-Care Worker
Customer Service Agent	Veterinary Technician	Dance Instructor
Physical Therapist	Research Assistant	Fitness Instructor
Occupational Therapist	Sales Representative	Police Officer
Speech Therapist	Skilled Artisan	Parole Officer
Commercial Artist	Social Worker	
Interior Designer	Graphic Artist	

**Suggested opportunities for growth:**

- Develop the ability to give critical feedback, handle conflict, and be more objective.
- Do not take criticism so personally. Turn it into useful feedback for personal growth.
- Practice meeting deadlines and following a schedule.
- Learn to balance present-day realities with the big picture.
- Remember to pay attention to personal needs to prevent burnout.
- Learn to speak up so your contributions and accomplishments will be recognized.

## ISFZ Protecting

Introverting/Sensing/Feeling/organizing. It is believed that approximately 6 percent of the population shares the ISFZ Type. Thus it is possible that 94 percent of the people you meet are experiencing some facets of the world differently than you do. Hardworking, thorough, and responsible, the ISFZ is a rock for friends, family, and co-workers. People can lean on you for assistance with good cause. The combination of introversion, sensing, and organizing forms a mighty foundation of stability and trust. You will never undertake any enterprise or go into any relationship impulsively or frivolously, nor will you forsake it for any but the soundest and most well-documented reasons. You are a permanent resident of the here-and-now, continually comparing today's data with what you collected yesterday and all the yesterdays before. You are capable of integrating an enormous number of facts to formulate plans and take action.

An ISFZ has the outlook of a traditionalist, one who believes in structure, responsibility, and rules for living. You are happiest when living a well-defined life, both at home and at work. You want to know where things are and when events will happen. ISFZs appreciate a predictable environment and are patient and comfortable with routine. You have a realistic view of what you can and cannot accomplish. People are surprised to discover that ISFZs have an active "idea factory" that is capable of making the kinds of artful associations and rearrangements of facts that form the basis of all good humor.

As an ISFZ you expect a great deal from yourself and judge your behavior by tough standards, which you rarely meet. Being independent is important to you, but you also have a strong need to feel needed. You quickly accept responsibility in any group you join. Look at any organization's officers, founders, or chairs of the working committees and you will find ISFZs, with their supremely dependable personalities. ISFZs have the kind of personality that establishes, nurtures and maintains an organization. You need peace, quiet, and few interruptions to work most comfortably. Whatever the task, you spend time reflecting before acting, and you are in your element when you find work that gives you ample time for contemplation. You are precise, seldom making errors of fact. Others who pay less attention to detail, schedules, and accuracy strike you as unreliable. While they may thrive on novelty, unwarranted change sometimes makes you feel unsettled. You will be happiest in an unambiguous position, with well-understood expectations, regular hours, and predictable activities. With your ISFZ respect for procedures and policies, you can function happily and productively at almost any level of an institutional hierarchy.

### **Contributions to an organization. You:**

- Are practical, dependable, orderly, and conscientious, with strong follow-through skills.
- Like tackling projects with here-and-now benefits for people.

- Desire privacy, quiet, and few interruptions.
- Are intent on the details.
- Support, assist, and empower members of the organization.
- Have low-key, long-lasting, and disciplined energy.
- Are a doer who likes to get things accomplished.
- Respect and follow systems, procedures, and lines of authority.
- Provide an atmosphere of belonging and permanence and avoid unnecessary risk-taking.

**Leadership style. You:**

- Have an open, encouraging, supportive, and nonthreatening leadership style.
- Focus on the people involved in conducting business, yet stay on track with the tasks.
- Are a stickler for details and will see what others might miss.
- Plan in order to avoid crises.
- Look out for the organizational needs of your followers.
- Adhere to traditional hierarchies and lines of authority.

**Communication style preferences. You:**

- Favor practical and pragmatic discussion with a focus on values.
- Need time for reflection so you can reply in a sociable and diplomatic manner.
- Speak with individuals instead of large groups.
- Prefer written reports to talking in person.
- Speak in language that is concrete, factual, and specific.
- Discuss immediate, practical applications.
- Are persuaded by emotionally presented, personal material.
- Use personal experiences to make points.

**Motivators and demotivators. You:**

- Seek an orderly, stable, and predictable environment, preferring little or no change.
- Prefer time frames and completion dates that allow you to achieve practical results.
- Appreciate the opportunity to work alone yet still have some interaction with people.
- Like to work toward realistic, tangible goals, preferring to do one thing at a time.
- Appreciate personal acknowledgment for your hard work.
- Avoid projects that do not require your logistic and quantitative skills.

**On a team, you:**

- Provide clear directions, organizational skills, practicality, and concrete, factual input.
- Try to promote the viewpoints, ideas, and suggestions of team members.
- Keep the team on track by attention to detail and accuracy.
- May annoy team members with a singular focus on present-time, practical results.
- Become frustrated with too much focus on possibilities while ignoring factual data.
- May frustrate others when you do not always speak up for their ideas.
- Are annoyed by those who do not follow the schedule and who go off on tangents.

**Your learning style includes:**

- A preference for learning as part of a team or group.
- Working best through drills and memorization, where results can be measured.
- Dealing with problems that are clear-cut and concrete while avoiding theoretical concepts.
- Working to please instructors by providing them exactly what they request.

**Suggested careers for an ISFZ:**

You should pursue careers in which you can personally assist others, and where the focus is on practical methods that help people in tangible ways. Common occupational choices include:

Real Estate Agent	Interior Designer	Athletic Coach
Marketing Representative	Fashion Designer	Child-Care Worker
Customer Service Manager	Veterinarian	Dance Instructor
Physical Therapist	Veterinary Technician	Fitness Instructor
Occupational Therapist	Research Assistant	Police Officer
Speech Therapist	Sales Representative	Parole Officer
Commercial/Graphic Artist	Social Worker	Skilled Artisan

**Suggested opportunities for growth:**

- Develop greater assertiveness and comfort in taking the lead.
- Learn to share ideas and accomplishments more often.
- Learn to become more comfortable dealing directly with conflict and anxiety.
- Try being more open to change and new ways of doing things.
- Balance short-term practical vision with future possibilities.

## ISTA Producing

Introverted/Sensing/Thinking/Adapting. It is believed that approximately 6 percent of the population shares the ISTA Type; therefore, it is possible that 94 percent of the people you meet are experiencing some facets of the world differently than you do. As an ISTA you use highly developed rational abilities to keenly observe and objectively analyze situations, usually concentrating on the way life actually works, not why. You use your thought processes to help you do things, either at work or play. You approach new ideas or situations in a basic manner, asking, “What does it do?” “How does it do it?” and “Can I use it?”

When you are absorbed in figuring out how to do something or make something work, you become single-minded, avoiding distractions and obstacles that dilute your focus. You can easily become engulfed in any one of your favorite, all-consuming activities. ISTAs take pride and interest in whatever they do and are good at precise work, seldom making errors of fact. You are an independent thinker who is able to continue to work without encouragement or support from others, as long as it is work you have chosen. ISTAs have the habit of saying nothing when everything is all right but pointing out problems immediately as they arise. Your friends are likely to describe you as somewhat shy, persevering, practical, factual, and solidly grounded in the present.

But you also must be free to experiment and experience life directly. You are happiest when you can live life today, doing things on impulse rather than out of commitment, obligation, or duty. ISTAs thrive on action and are good in a crisis. You enjoy dealing moment-by-moment with unknown situations, in which the outcome is determined by your ability to apply your well-practiced problem-solving skills. Many people with the ISTA personality hold a lifelong fascination with machines, instruments, devices, tools, and other such objects. You can easily create or work with your hands. However, you may find that communicating freely and easily does not come as effortlessly for you as it does for others. The data person in you emerges and you may find that you are attempting to cover every last detail in an effort to be precise and clearly understood.

Your introverted nature needs peace, quiet, and solitude to work comfortably, and you are in your element when you find work that gives you ample time for contemplation. You have the ability to attain success in your pursuits because of your highly practical nature and your focus on achieving results.

### **Contributions to an organization. You:**

- Enjoy the risks that accompany change.
- Are optimistic and cheerful when tackling issues with a group.
- Are a concrete, linear thinker and doer.
- Are highly adept in mechanical and technical arenas.

- Enjoy solving comprehensive, concrete problems, preferably independently of others.
- Easily marshal resources and energy to solve immediate problems.
- Excel when results are immediate and suffer when the process is too stable and boring.
- Are project-, action-, and short-term-results-oriented.
- Focus on solving the problem, regardless of the amount of time it takes to produce results.

**Leadership style. You:**

- Set an example, lead through action, are pragmatic, and usually unobtrusive.
- Seek performances that have an impact and look for expedient solutions.
- Troubleshoot and remain calm during crises, calculate risks, and look before leaping.
- Sidestep the organization, responding quickly when trouble is on the horizon.
- Work best with flexible employees who apply innovative thinking to solving problems.
- Foster independence in your workers but are not particularly attentive to social niceties.

**Communication style preferences. You:**

- Talk in concrete, realistic, no-nonsense terms, often with sharp-witted humor.
- Need time to reflect before replying briefly and then to be drawn out for further information.
- Speak to the point with individuals instead of groups.
- Prefer short synopses in written reports.
- Make use of objectivity and specific images in all forms of communication.
- Relate personal experiences to make points.
- Are persuaded through common sense and logical analysis.

**Motivators and demotivators. You:**

- Prefer environments with little routine, few rules, and no strict lines of authority.
- Like opportunities to work alone and focus on the task, not on people.
- Appreciate pleasing surroundings and optimistic co-workers.
- Seek opportunities to be creative, take risks, and solve crisis situations.
- Need freedom to work autonomously.
- Like solving specific and concrete problems that are difficult and unusual.
- Avoid routine and mundane details.

**On a team, you:**

- Are the storehouse for facts, figures, details, and different points of view.
- Organize tasks efficiently with your analytical skills.
- Persevere regardless of obstacles.
- Focus on solving current and immediate problems with flair.
- Are greatly annoyed by know-it-alls, contrary behavior, and illogical people.
- Are disdainful of meetings that lack a practical purpose.
- Do not enjoy constant teamwork; want action and can become impatient with delays.

**Your learning style includes:**

- Increasing your practical knowledge and skills through independent learning events.
- Learning by doing, first-hand observation, and one-to-one hands-on activities.
- Studying how something works, what its technical properties are, and what uses it has.
- A preference for instructors who have real-life experience.

**Suggested careers for an ISTA:**

You should pursue careers in which you can use logic, practical skills, and technical knowledge of how things work, and where your short-term problem-solving and crisis management expertise will be needed. Common occupational choices include:

Real Estate Developer	Electrical/Mechanical	Agribusiness Manager
Commercial Builder	Engineer	Security Manager
Stockbroker/Trader	Computer Technician	Athletic Coach
Manufacturing Manager	Network Specialist	Sports Trainer
Technology Sales	Trauma Physician	Military Officer
Distribution Manager	Registered Nurse	Police Officer
Operations Manager	Animal Care Technician	
Civil Engineer	Large-Animal Veterinarian	

**Suggested opportunities for growth:**

- Practice opening up and sharing verbally so others are not surprised by your actions.
- Develop the habit of setting goals, planning, and sticking to a schedule.
- Practice developing greater sensitivity to the needs of others.
- Think carefully about the long-term implications of present-day actions.
- Focus on seeing results from current projects before jumping onto the next bandwagon.

## ISTZ Maintaining

Introverting/Sensing/Thinking/organizing. It is believed that approximately 6 percent of the population shares the ISTZ Type; therefore, it is possible that 94 percent of the people you meet are experiencing some facets of the world differently than you do. On the whole, the ISTZ is a no-nonsense type of individual who is exceedingly dependable. You are the most practical of all the personality types, skillfully saving data, money, and materials. Accuracy is paramount for ISTZs; you absorb information and remember details thoroughly. People can lean on you with good cause. You never undertake any enterprise or relationship impulsively or frivolously, nor will you forsake it for any but the soundest and most well-documented of reasons. You seek financial security and stability; that, however, does not preclude you from being generous with others.

In all probability, you and other ISTZs will be attracted to business, commerce, or technical arenas where you will excel with your ability to match the competencies and credentials of colleagues. You can easily shift gears and change course if you have the necessary data to support such decisions. Too much illogical change can make an ISTZ uneasy, however, and sometimes irritable as well. You avoid any more change than is absolutely necessary, especially if it is rapid or does not bring an obvious improvement. Preferring the predictable, you want to know where things are and when events will happen. You value an orderly home life emphasizing traditional values. You tend to take care of your possessions (office equipment, household furnishings, etc.) and can become unsettled by waste and conspicuous consumption. You expect a great deal from yourself and use tough standards to judge your own behavior.

The ISTZ's view of life is so strongly linked to the work ethic that you feel play must be earned by having first worked diligently. Those with the talents of an ISTZ are often "discovered," and many times wind up in successful partnerships. ISTZs establish and maintain organizations. You have probably found that once you have become a member of an organization, you quickly accept positions of responsibility. Look at the bedrock of any organization—officers, founders, and chairs of the working committees—and you will find individuals with your super-dependable ISTZ personality among the members.

You need peace and time alone to work most comfortably. Putting in long hours on a project without a break does not bother you. You take pride in your contributions to a project and develop great interest in all facets of whatever job you tackle. Overall, your valuable, systematic approach to problem solving and perseverance in finding solutions lends stability to any cause with which you are associated.

### **Contributions to an organization. You:**

- Work steadily and efficiently to accomplish stated goals.
- Are strongly oriented toward detail and achieving results.

- Are hard-working, thorough, orderly, and prefer uninterrupted privacy.
- Bring a strong dose of reality, objectivity, and measurable results to an organization.
- Have a no-nonsense attitude when working to meet objectives.
- Act quickly and accurately when a decision or action is necessary.
- Honor commitments and work best with timelines, deadlines, and structure.
- Work within established organizational rules, procedures, and lines of authority.

**Leadership style. You:**

- Delegate authority once the situation, with all available facts and figures, is under control.
- Pay attention to the immediate needs of the organization.
- Are a reliable, stable leader who organizes tasks, staff, and operating procedures.
- Prefer to avoid crises by planning well in advance.
- Set standards and expect others to follow through, rewarding those who follow the rules.
- Acknowledge power and authority that are bestowed through title and tenure.

**Communication style preferences. You:**

- Speak in a calm and composed manner with rare displays of private reactions.
- Need time to reflect before replying and wait to be asked for further information.
- Speak with individuals instead of large groups.
- Write reports rather than talking in person.
- Use brevity, succinctness, objectivity, and mental exactness in all communications.
- Present facts in a direct, pragmatic manner, followed by practical application.
- Are persuaded by others through cool, logical analysis.
- Communicate personal experience only to back up points already made with other data.

**Motivators and demotivators. You:**

- Enjoy structure, order, consistency, a steady pace, and few interruptions.
- Excel in situations calling for perseverance and tenacity.
- Appreciate rewards for your concrete accomplishments.
- Are diligent when involved with tangible projects, concrete products, and short-range results.

- Enjoy logistical work and moving the organization forward.
- Avoid environments that are chaotic and unfocused.

**On a team, you:**

- Work best with established rules and procedures.
- Concentrate on meeting deadlines, timelines, and priorities.
- Run efficient, focused, impersonal meetings.
- Use dependable common sense in tackling projects and assigning tasks.
- Are concerned with the tangible tasks immediately at hand.
- Sometimes hold back expressing your viewpoint until it is too late.
- Are irritated by too much talking, irrelevant chatter, unrelated interruptions and lack of follow-through by team members.

**Your learning style includes:**

- Learning best by using memorization and drills, and having time to reflect.
- Finding practical and useful applications for the subject you are studying.
- Highly valuing organization, accuracy, and precision in materials and directions.

**Suggested careers for an ISTZ:**

You should pursue careers in which you can focus on one project at a time that uses your technical skills, deals with real products and services, and where practical results are seen immediately. Common occupational choices include:

Financial Analyst/CFO	Advertising Executive	Agribusiness Manager
Commercial Banker	Hardware/Software Architect	Physician
Investment Banker	School Administrator	Corrections Officer
Accountant/CPA	Public Health Administrator	FBI Agent
Insurance Agent	Military Officer	Physical Therapist
Asset Manager	Industrial Civil Engineer	Airline Pilot
Financial Consultant	Retail Store Manager	Airline Mechanic
Manufacturing Manager	Judge	

**Suggested opportunities for growth:**

- Practice being more open-minded to innovation and change.
- Remember to consider the impact of emotions and values when making decisions.
- Avoid becoming so lost in details that the larger picture or subtle interactions are ignored.
- Try to be more flexible when applying the rules.
- Practice occasionally saying no to added responsibilities in order to prevent burnout.

# The Four Temperaments

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Hippocrates was one of the earliest scholars to describe personality in terms of the four temperaments, which he called choleric, phlegmatic, melancholic, and sanguine. These descriptions are as appealing today as they were in ancient Greece because of the idea that they can provide a great deal of insight into people's personalities.

The four temperaments conceived by Hippocrates can be found within the Golden results and are composed of a unique blend of some, but not all, of the Global Scales. They are the Sensing Adapting (SA), Sensing organiZing (SZ), iNtuitive Thinking (NT), and the iNtuitive Feeling (NF) styles. Brief descriptions of these four personality styles appear below and can be used as an insightful shortcut or initial point of access into the complex world of personality types and behavior.

## The SA Temperament: The Troubleshooter, Diplomat, and Artisan

The Golden identifies four Types as being of the SA temperament:

### ESFA, ESTA, ISFA, ISTA

Of the four temperaments, an SA has the greatest ability to be realistic, and you combine this ability with your uncanny talent to assess the possibilities and opportunities of any given situation. With practicality, expediency, and ingenuity, SAs are outstanding negotiators and excel in responding effortlessly to crises and solving problems. Unlike other temperaments, SAs are not burdened by an attachment to rules, policies, regulations, contracts, traditions, and lengthy relationships. Instead you are invigorated by what is novel, innovative, and creative. SAs comprehend systems and their workings, quickly discerning where breakdowns might occur and providing clever solutions. SAs generally become impatient with theories, abstractions, concepts, and philosophies, responding best when others present clear and specific material.

On a team, SAs tend to promote action and are able to perceive small problems long before they escalate into larger issues. As an SA, you like to pursue your own interests first and are rarely influenced by institutional concerns that are different from your own. Planned change does not attract you, but you can be counted on to skillfully handle unplanned change.

SAs are typically viewed as tolerant, generally optimistic, adventuresome, independent, free-spirited, artistic, athletic, and active. You highly value aesthetics, having a particular sensitivity to color, texture, form, and line. SAs appreciate recognition, particularly for bravery, cleverness, flexibility, and timing, and will also freely verbalize appreciation and encouragement to others.

Factors that can produce stress for you include long deliberations, theoretical abstractions, boredom, feeling restrained, strict adherence to standard operating procedures, the lack of mobility or new horizons to conquer, inactivity, too many rules, and the lack of opportunities for being creative.

Flexible, living on the edge, spontaneous, adaptable, patient, nonjudgmental and pragmatic best describe the essence of SAs — the negotiators, troubleshooters, and artisans of our culture.

## **The SZ Temperament: The Traditionalist, Stabilizer, and Consolidator**

The Golden identifies four Types as being of the SZ temperament:

### **ESFZ, ESTZ, ISFZ, ISTZ**

SZs value tradition, nourish and care for the organization, establish policies, rules, and schedules, and function best within standard operating procedures. With a touch of sentimentality and a strong sense of social responsibility, SZs preserve and maintain a stable environment. Typically, as an SZ you will tend to avoid or resist change, possibly resulting in your organization being overly stable and lacking flexibility. However, you are willing to accept change if it will improve an established procedure or lead to greater efficiency. The focus for SZs is on the here-and-now, keeping the best from the past, while guarding against becoming overly pessimistic about the future.

Superb organizational managers, SZs must take care to avoid the strangulation of bureaucracy. Oriented toward achieving tangible results, the SZ is an applied thinker who possesses and admires practical common sense. Projects that become too bogged down in complications and ambiguity may be frustrating for an SZ. But so valuable is your SZ attention to detail and execution that a team might easily miss important facts if there is not at least one SZ member in the group. Without SZ talents for planning, regulation, and policy-making, an organization might find itself confronted with and hampered by constant change.

While perhaps feeling uncomfortable when receiving praise, SZs are genuinely pleased to be appreciated, particularly if you are acknowledged for being responsible, loyal, and productive. Trophies, promotions, titles, and other concrete displays of recognition generally mean more to SZs than symbolic or verbal strokes of appreciation.

Factors that produce stress for SZs can be ambiguity, exclusion, disrespect for authority, disobedience, lack of planning and follow-through, failure to meet deadlines, and inefficient change.

Loyal, super-dependable, realistic, confident, responsible, industrious, and decisive best describe the essence of SZs — the guardians, overseers, and providers of our culture.

## The NF Temperament: The Catalyst, Mentor, and Idealist

The Golden identifies four Types as being of the NF temperament:

### ENFA, ENFZ, INFA, INFZ

NFs focus primarily on humanity, highly valuing relationships, the democratic process, ideals, integrity, and communication. Intent on personal growth, NFs foster understanding and self-determination, seek meaning, are patient with complicated situations, and frequently turn liabilities into assets, often seeing beyond the obvious.

With a characteristic emphasis on people, NFs intuitively concentrate on people's strengths, attempting to awaken the potential in others. You need to be cautious if you deal with people constantly because it can drain your energy, resulting in an overtired and uninspired NF. Some time alone will usually recharge your energies. Freedom, autonomy, and a climate that fosters initiative for yourself and others are important elements in your working environment. You get frustrated if you become hampered by too many rules and regulations.

NFs are natural leaders, generally accurate in their assessments of organizational climates and knowing the right times to move forward. For change to be acceptable and welcome to NFs, it must be a participatory process, taking into account human values, the needs of employees and clients, and allowing time for adjustments.

Often possessing superb verbal skills, NFs can be enthusiastic organizational spokespeople and spirited, creative group members. A team that does not have at least one NF can be dreary, lacking companionship, and offering a joyless, sterile atmosphere. NFs are remarkable for the ability to appreciate others. Knowing the right words to say at the right time, an NF can make business a pleasure. The insightful NF flourishes when sincerely appreciated; you seek to be acknowledged for your uniqueness and special contributions. Validating the feelings of an NF is always important because verification that you are understood is critical for you.

Factors that produce stress for NFs include impersonal relationships, lack of appreciation and recognition, arguments, lack of dependability, negativity, and lack of communication.

Sincere, optimistic, generous, appreciative, enthusiastic, committed, sympathetic, and empathetic best describe the essence of NFs — the humanists, catalysts, and mentors of our culture.

## The NT Temperament: The Visionary, Architect, and Strategist

The Golden identifies four Types as being of the NT temperament:

### ENTA, ENTZ, INTA, INTZ

NTs thrive on conceptualization, principles, design, and intellect. Inspired by visions of the future, enjoying complexity, focusing on the possibilities, being technically ingenious, and acting with the courage of your convictions, an NT is the architect and designer of change. You will use your keen NT intellect to dissect complexities, draft models for accomplishing greater efficiency and productivity, and design systems to sidestep crises. Although NTs can often see years into the future when working to avert disaster, your solutions may occasionally be viewed by others as too nonconforming or too far ahead of the times.

The worldview of the NT is one of laws and principles, and as a result, you can become skeptical about new data. You are also often unaware of the feelings of others. Honorable, tranquil, and noncompetitive, NTs find it exciting to assist colleagues in solving problems. But once the design or planned solution is complete, NTs are apt to hand over the execution to someone else. While an NT is a natural leader, you are also able to conform and follow as the situation demands. But you will remain adamant in pursuing a logical and impersonal vision. If a team does not have at least one NT, planned change could be absent and stagnation or scattered energies might develop.

NTs are not prone to offer praise or acknowledgment, since that would be stating the obvious and could be interpreted by the receiver as manipulative and underhanded. However, appreciation for your NT ideas, genius, willpower, and competence is well received, especially if the recognition comes from those whom you respect as competent enough to make the comments.

Factors that produce stress for NTs can include loss of control, rigid or incompetent environments, absolute statements, inexact language, and inefficiency. Decisive, self-aware, nonconforming, efficient, exacting, independent, curious, inventive, and analytical best describe the essence of an NT — the visionary, pioneer, strategist, and architect of our culture.

## GOLDEN PERSONALITY TYPE PROFILER MAP

### SA Efficient and Resourceful

<p><b>ISTA</b> Producing</p> <ul style="list-style-type: none"> <li>• quiet and reserved</li> <li>• efficient and expedient</li> <li>• keenly observe environment</li> <li>• interested in how and why</li> <li>• cool observers of life</li> </ul>	<p><b>ISFA</b> Performing</p> <ul style="list-style-type: none"> <li>• quietly friendly, modest, and free spirited</li> <li>• loyal followers</li> <li>• idealists with high standards</li> <li>• keen senses</li> <li>• can be totally absorbed in action of the moment</li> </ul>
<p><b>ESTA</b> Promoting</p> <ul style="list-style-type: none"> <li>• adaptable realists who ride with the tide</li> <li>• highly observant of surroundings</li> <li>• masterful at moving things in their direction</li> <li>• enjoy the fast lane</li> </ul>	<p><b>ESFA</b> Entertaining</p> <ul style="list-style-type: none"> <li>• warm, friendly, charming, witty</li> <li>• hands-on problem solvers</li> <li>• enjoy life's simple pleasures</li> <li>• life of the party</li> </ul>

### NF Imaginative and Innovative

<p><b>INFA</b> Supporting</p> <ul style="list-style-type: none"> <li>• deeply caring and idea oriented</li> <li>• peacekeepers</li> <li>• absorbed in projects</li> <li>• encourage growth and development with quiet enthusiasm</li> </ul>	<p><b>INFZ</b> Foreseeing</p> <ul style="list-style-type: none"> <li>• quietly determined</li> <li>• concerned for others' welfare</li> <li>• focus inner thoughts on helping others</li> <li>• put creative effort into their work</li> </ul>
<p><b>ENFA</b> Inspiring</p> <ul style="list-style-type: none"> <li>• enthusiastic, charming, interesting</li> <li>• naturally curious and imaginative</li> <li>• know everyone</li> <li>• fascinated by relationships around them</li> </ul>	<p><b>ENFZ</b> Mentoring</p> <ul style="list-style-type: none"> <li>• responsive and responsible</li> <li>• outgoing, energetic and sociable</li> <li>• catalysts who enjoy drawing out the best in others</li> <li>• warmly enthusiastic</li> </ul>

<p><b>ESTZ</b> Supervising</p> <ul style="list-style-type: none"> <li>• practical and realistic</li> <li>• value productivity and efficiency</li> <li>• enjoy management</li> <li>• excel at bringing order to groups</li> </ul>	<p><b>ESFZ</b> Providing</p> <ul style="list-style-type: none"> <li>• sociable, supportive and warm-hearted</li> <li>• active team participant</li> <li>• helpful toward others</li> <li>• use interpersonal skills to maintain important relationships</li> </ul>
<p><b>ISTZ</b> Maintaining</p> <ul style="list-style-type: none"> <li>• serious, traditional, and quiet</li> <li>• task-oriented, no nonsense style</li> <li>• excellent follow-through</li> <li>• work to conserve the resources of the group</li> </ul>	<p><b>ISFZ</b> Protecting</p> <ul style="list-style-type: none"> <li>• dependable and responsible</li> <li>• sympathetic, quiet, and conscientious</li> <li>• polite and tremendously devoted</li> <li>• work independently in support of team</li> </ul>

<p><b>ENTA</b> Improvising</p> <ul style="list-style-type: none"> <li>• creative, confident thinkers</li> <li>• intellectual and outspoken</li> <li>• argue both sides of issues</li> <li>• good at juggling many balls</li> </ul>	<p><b>ENTZ</b> Leading</p> <ul style="list-style-type: none"> <li>• direct and strategic</li> <li>• confident and well-informed</li> <li>• frank and decisive</li> <li>• natural organization builders and leaders</li> </ul>
<p><b>INTA</b> Inventing</p> <ul style="list-style-type: none"> <li>• strongly defined interests</li> <li>• skilled with logic</li> <li>• enjoy theory, science, ideas</li> <li>• single minded focus on topics of interest</li> </ul>	<p><b>INTZ</b> Strategizing</p> <ul style="list-style-type: none"> <li>• independent thinkers</li> <li>• develop strategy based on a clear vision</li> <li>• high achievement drive</li> <li>• emphasize competency</li> </ul>

### SZ Responsible and Reliable

### NT Competent and Visionary

## Appendix: Facet Scale Descriptions

<b>EXTRAVERTING</b>	<b>INTROVERTING</b>
<b>Talkative</b> <p>Talkative individuals are animated and expressive. They enjoy being sociable and gregarious. They often report that it is difficult to keep others from discovering how they feel because they have a strong need to communicate both verbally and nonverbally.</p>	<b>Quiet</b> <p>Quiet individuals are calm and serene. When talking with strangers or friends they tend to say less than the other person. They only speak if they have something to say. They are private and have a hard time opening up to others, thus finding it difficult to confide their feelings and allow others to know them. They often do not show their feelings even when they are upset.</p>
<b>Socially Bold</b> <p>Socially bold individuals initiate and facilitate. They often introduce themselves rather than waiting to be introduced. They initiate conversation and then take the lead. They often describe themselves as outgoing, friendly, and bold.</p>	<b>Reserved</b> <p>Reserved individuals prefer to follow the lead of others. They usually wait to be approached rather than initiating contact themselves. They have a great dislike for giving speeches. They often describe themselves as shy and standoffish, but not necessarily unfriendly.</p>
<b>Outgoing</b> <p>Outgoing individuals have a wide circle of friends and acquaintances. They derive special satisfaction from knowing a lot of people. They dislike working alone and will often be more productive in a group or on a team. They prefer work settings that offer an opportunity to interact with others. They often have difficulty leaving a party because they want to make contact with everyone.</p>	<b>Intimate</b> <p>Intimate individuals have a few close, long-lasting friendships. They prefer to be one-on-one with people and to spend their social time with close friends rather than casual acquaintances. They often prefer to work alone and can work for long periods without interruption. At a social gathering they feel no need to mingle, prefer not to attract attention, and can leave without fanfare.</p>
<b>Participative</b> <p>Participative individuals are active, energetic, and highly involved in the world around them. They like to have ready access to, if not live in, a city that can provide stimulating things to do. On weekends they prefer going out with friends rather than staying at home. They are apt to believe that if life isn't exciting it isn't worth living. They prefer to learn through discussion.</p>	<b>Reflective</b> <p>Reflective individuals believe that silence is golden. They are attracted to a life that offers sanctuary from constant stimulation and to environments that offer peace and quiet. On weekends they typically enjoy a quiet evening at home, watching television or a video, or reading. They find being in crowds uncomfortable and need quiet time or solitude to reflect and recharge. They prefer to learn by reading.</p>

<b>SENSING</b>	<b>INTUITING</b>
<p><b>Concrete</b></p> <p>Concrete individuals prefer dealing with tangible facts rather than abstract ideas. They prefer people who speak plainly and demonstrate common sense. They focus on what is rather than what could be and prefer working out details to looking at possibilities.</p>	<p><b>Abstract</b></p> <p>Abstract individuals prefer to focus on theories and ideas. They prefer talking about possibilities and the future rather than realities and the present. Valuing imagination that goes beyond the obvious, they search for patterns and enjoy people who find new and unusual ways of expressing ideas. Details bore them.</p>
<p><b>Practical</b></p> <p>Practical individuals adapt existing methods by focusing on what is known to create a new solution. They're more interested in preserving than creating, in applying a concept more than the concept itself. They are more interested in the end result than in the range of possibilities to get there. They prefer not to introduce new concepts in their work and do not like having to improvise.</p>	<p><b>Innovative</b></p> <p>Innovative individuals like variety and prefer to create better methods by coming up with new ideas and concepts. More inclined to think up new and better methods than to apply existing methods, they prefer tackling problems that have never been solved. They like improvising and resolving a crisis with a solution that has never been tried before.</p>
<p><b>Conventional</b></p> <p>Conventional individuals value customs and standard practices. They dislike standing out or appearing unusual. They are the ones who are likely to say, "We have always done it that way." They prefer living in a conservative home built according to accepted methods and principles.</p>	<p><b>Visionary</b></p> <p>Visionary individuals value originality, inspiration, and uniqueness. They do not mind appearing to be unconventional and nonconforming. If they were to build a home, they would prefer that it be distinctive, incorporating visionary methods of construction.</p>
<p><b>Traditional</b></p> <p>Traditional individuals are predictable and established. They are always mindful of the facts and can be adamant that details be correct. When looking at a graph or chart, they are cautious not to make inferences beyond what the data shows. They have little interest in undertaking new projects that would require them to use nonconventional methods. They tend to follow established patterns and oppose change made just for the sake of change.</p>	<p><b>Trend-Setting</b></p> <p>Trend-setting individuals focus on change and the big picture. Trend-setting or trend-spotting people like work that offers new challenges, intellectual stimulation, and freedom to do it their way. They are constantly on the lookout for new ideas and become bored with routine, detailed work.</p>

<b>THINKING</b>	<b>FEELING</b>
<p data-bbox="256 331 352 359"><b>Rational</b></p> <p data-bbox="256 373 783 579">Rational individuals make decisions based on impersonal analysis and logic. They often report that they can reason clearly in highly charged situations. They approach problems dispassionately by gathering and analyzing information objectively and prefer others to do the same. They tend to de-emphasize how they feel.</p>	<p data-bbox="810 331 938 359"><b>Empathetic</b></p> <p data-bbox="810 373 1332 611">Empathetic individuals make decisions based on their own and others' values and how the outcome will affect those they care about. They place themselves in the role of participant rather than objective observer. They are more likely to empathize strongly than to reason clearly. They would rather be known as compassionate than logical.</p>
<p data-bbox="256 688 400 716"><b>Autonomous</b></p> <p data-bbox="256 730 783 999">Autonomous individuals are fair, impartial, objective, and independent. They are relatively unaffected and unruffled by the emotional currents created by others. They treat people as they would like to be treated, fairly and impartially. As managers they tend to take a more task-oriented than relationship-oriented approach. They are not apt to know what others think or feel, nor to appreciate the impact of a new project on others.</p>	<p data-bbox="810 688 979 716"><b>Compassionate</b></p> <p data-bbox="810 730 1332 1024">Compassionate individuals are affected by the feelings, beliefs, and needs of others. They genuinely care about the welfare of others and want to make the world a better place. Good at knowing what others think and feel, they're concerned about getting people to work together in harmony. As managers they tend to place greater importance on relationships than on the task. They are apt to start a new project by first determining its impact on people.</p>
<p data-bbox="256 1045 352 1073"><b>Analytic</b></p> <p data-bbox="256 1087 783 1297">Analytic individuals apply scientific principles to problem solving and decision-making. They typically report being better informed about science and technology than the humanities. More likely to believe something if it makes scientific sense, they like being known as analytical and look for opportunities to use these skills.</p>	<p data-bbox="810 1045 879 1073"><b>Warm</b></p> <p data-bbox="810 1087 1332 1297">Warm individuals apply humanitarian values to problem solving and decision-making. They value being personable more than being logical or analytical. Typically they are better informed about the arts, literature, and the humanities than scientific matters. They value how things are connected more than how they can be taken apart.</p>
<p data-bbox="256 1402 395 1430"><b>Competitive</b></p> <p data-bbox="256 1444 783 1686">Competitive individuals value debate, criticism, and skepticism. As is typical of those with a preference for thinking, they tend to be tough-minded and enjoy a good argument. When listening to someone speak, they often concentrate more on finding the flaw in the argument than on something to praise. In the extreme, this skepticism can be seen as opinionated.</p>	<p data-bbox="810 1402 927 1430"><b>Nurturing</b></p> <p data-bbox="810 1444 1332 1686">Nurturing individuals value acceptance and accommodation. They value cooperative and supportive behaviors. As is typical of those with a preference for feeling, nurturing people prefer getting along to confronting or competing, even if it sometimes leads to appeasement. When listening to someone speak, they typically concentrate on finding something to praise.</p>

<b>ORGANIZING</b>	<b>ADAPTING</b>
<p><b>Planned</b></p> <p>Planned individuals like to follow a schedule and find pleasure in being highly organized. They enjoy planning out the details before they start on a project, try to anticipate contingencies, and work steadily toward closure.</p>	<p><b>Open-Ended</b></p> <p>Open-ended individuals like working things out as they unfold. They value being adaptable and flexible and often find schedules too confining to follow regularly. When they do make plans they like to be free to modify them as needed, especially during vacations, holidays, and free time. They avoid premature closure and handle contingencies as they occur.</p>
<p><b>Reliable</b></p> <p>Reliable individuals start early and meet deadlines. They value being prompt, punctual, and responsible. Good at getting things done in the proper order, they are focused and give 100 percent of themselves.</p>	<p><b>Casual</b></p> <p>Casual individuals like diversions and are energized by deadlines. They tend to get a late start in tackling projects and to let other work pile up while working toward a deadline. They often perform their best work when the deadline is upon them. They sometimes report being distractible.</p>
<p><b>Deliberate</b></p> <p>Deliberate individuals are exact, cautious, and methodical. They tend to be goal- and plan-oriented, even in their recreational activities. They prefer a settled lifestyle and are unlikely to undertake a high-risk project, even though the rewards may also be high. They tend not to take risks, nor act impulsively.</p>	<p><b>Spontaneous</b></p> <p>Spontaneous individuals are impulsive, ad-hoc, and opportunistic. They enjoy risk-taking. They typically report being restless, changeable, and more inclined to undertake a project if both the risk and reward are high.</p>
<p><b>Conforming</b></p> <p>Conforming individuals seek a secure and stable environment. They like to know the rules of the game and will abide by them. They prefer work that provides security, a secure income, and stable environment. They work best when they're given clearly stated goals and told how to achieve them.</p>	<p><b>Nonconforming</b></p> <p>Nonconforming individuals seek freedom to develop their own rules and goals. They do not seek the security of a stable environment and income. They dislike following rules and being given specific directions, which limit their responses and opportunities.</p>

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**TENSE**

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**Concerned**

Concerned individuals are likely to worry about unpredictable events and things they can't change. They worry about what the future holds. They worry about the opinions of others and have a hard time not taking insensitive remarks personally.

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**CALM**

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**Optimistic**

Optimistic individuals tend not to worry about being in unfamiliar or unpredictable situations nor about things they can't change. They usually shrug off insults or insensitive comments.

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**Unsure**

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Unsure individuals report that, despite appearances to the contrary, they are shy, easily embarrassed, and perhaps overly concerned about what others may think of them. Describing themselves as anxious and ambivalent, they report that they have felt depressed and worried fairly often in the past two years.

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**Confident**

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Confident individuals describe themselves as decisive, confident, and cheerful. Relatively unconcerned about what others may think of them, they report that they have generally felt good emotionally and haven't been worried very much in the last two years.

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