

# Descriptions of the Sixteen Types

## Words to Help Understanding of the Type Concepts\*

### EXTRAVERSION (E)

When I prefer Extraversion, I am . . .

- Oriented to the outer world
- Focusing on people and things
- Active
- Using trial and error with confidence
- Scanning the environment for stimulation

### INTROVERSION (I)

When I prefer Introversion, I am . . .

- Oriented to the inner world
- Focusing on ideas, inner impressions
- Reflective
- Considering deeply before acting
- Finding stimulation inwardly

### SENSING PERCEPTION (S)

When using my Sensing, I am . . .

- Perceiving with the five senses
- Attending to practical and factual details
- In touch with the physical realities
- Attending to the present moment
- Confining attention to what is said and done
- Seeing "little things" in everyday life
- Attending to step-by-step experience
- Letting "the eyes tell the mind"

### INTUITIVE PERCEPTION (N)

When using my Intuition, I am . . .

- Perceiving with memory and associations
- Seeing patterns and meanings
- Seeing possibilities
- Projecting possibilities for the future
- Imagining; "reading between the lines"
- Looking for the big picture
- Having hunches; "ideas out of nowhere"
- Letting "the mind tell the eyes"

### THINKING JUDGMENT (T)

When reasoning with Thinking, I am . . .

- Using logical analysis
- Using objective and impersonal criteria
- Drawing cause and effect relationships
- Being firm-minded
- Prizing logical order
- Being skeptical

### FEELING JUDGMENT (F)

When reasoning with Feeling, I am . . .

- Applying personal priorities
- Weighing human values and motives, my own and others
- Appreciating
- Valuing warmth in relationships
- Prizing harmony; trusting

### JUDGING (J)

When I take a Judging attitude, I am . . .

- Using thinking or feeling judgment outwardly
- Deciding and planning
- Organizing and scheduling
- Controlling and regulating
- Goal oriented
- Wanting closure, even when data are incomplete

### PERCEIVING (P)

When I take a Perceiving attitude, I am . . .

- Using sensing or intuitive perception outwardly
- Taking in information
- Adapting and changing
- Curious and interested
- Open-minded
- Resisting closure to obtain more data

\* From *People Types and Tiger Stripes*, 3rd edition.



## What the MBTI® Instrument Reports

- ▶ The Myers-Briggs Type Indicator® (MBTI®) instrument identifies people's preferences among sets of mental processes.
- ▶ Each MBTI item you answered is counted on one of four scales.
- ▶ Each scale is made up of a pair of opposites, with a range of preferences between them.
- ▶ Your answers on each scale add up to a preference score, to estimate how much you prefer one of each pair over the other.
- ▶ The preferences combine sixteen ways, representing sixteen types of mental processing. Each type has a distinctive way of attending to the world and making decisions. Everyone has interests in all categories, but favors one from each pair. The MBTI instrument sorts people according to these preference clarity categories:

Extraversion or Introversion	slight	moderate	clear	very clear
Sensing or Intuition	slight	moderate	clear	very clear
Thinking or Feeling	slight	moderate	clear	very clear
Judging or Perceiving	slight	moderate	clear	very clear

- ▶ Everyone uses all eight, but each person has preferences among them and uses those more. It is a lot like handedness—everyone uses both hands, but favors and is better at using one of them.
- ▶ Each different combination of preferences represents a type—what the psychology pioneer Carl Jung called psychological types. There are sixteen combinations to represent the sixteen types.
- ▶ A type is not a pigeonhole or stereotype; it is a particular way that mental energy is organized.
- ▶ Your results from the MBTI instrument will indicate one of the sixteen type descriptions for you to consider.

## Descriptions of the Sixteen Types Reported by the MBTI

Using these descriptions and other resources, decide if the indicated description fits you. If it does, the resources will help you see many uses of this knowledge. If the description does not seem to be a good fit, look for another description that is a better fit. The person explaining your MBTI results can direct you to the other resources. The MBTI instrument is a tool to help you start examining the types. While it was developed with great care, and is accurate for most people, you are the one to decide which type is the best fit for you. You may want to read all of the descriptions as you decide.

### How to Read the Descriptions

The descriptions are grouped in two ways. The types who prefer Extraversion are on the left side of each page, and the types who prefer Introversion are on the right. The types with Thinking as the strongest mental process are grouped together and across from those with Feeling as the strongest mental process (pages 4 and 5). The Sensing types are across from the Intuitive types (pages 6 and 7). The strongest mental process in each case is indicated by the larger letter in the four letter type designation, such as ISFP.

The descriptions are arranged with opposite types across from each other on the same page. For example, ENTJ is across from ISFP, the type that is opposite in all four dimensions. As you read the phrases listed for each type, you should not assume that a positive value listed for one type implies a negative trait for the opposite type. For example, when we read that ENTJs value efficiency, we must not infer that ISFPs are inefficient. Similarly, because ISFPs value compassion does not mean that ENTJs are cold-hearted. Opposite types are across from each other to help you decide your best fit type. The contrasts shown by the opposites help to clarify what is given *priority* in our mental processing. What has high priority for ISFP is not given high priority by ENTJ, and vice versa. The descriptions emphasize the values and priorities of the types more than they tell what behaviors are associated with each of the types. The values are emphasized because they are the motivational energy behind the behaviors.

## ENTJ

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

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

## ESTJ

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

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

## ISFP

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

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

## INFP

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

- ▶ Harmony in the inner life of ideas
- ▶ Harmonious work settings; working individually
- ▶ Seeing the big picture possibilities
- ▶ Creativity; curiosity, exploring
- ▶ Helping people find their potential
- ▶ Giving ample time to reflect on decisions
- ▶ Adaptability and openness
- ▶ Compassion and caring; attention to feelings
- ▶ Work that lets them express their idealism
- ▶ Gentle, respectful interactions
- ▶ An inner compass; being unique
- ▶ Showing appreciation and being appreciated
- ▶ Ideas, language and writing
- ▶ A close, loyal friend
- ▶ Perfecting what is important

## ESFJ

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

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

## ENFJ

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

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

## INTP

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

- ▶ A reserved outer life; an inner life of logical inquiry
- ▶ Pursuing interests in depth, with concentration
- ▶ Work and play that is intriguing, not routine
- ▶ Being free of emotional issues when working
- ▶ Working on problems that respond to detached intuitive analysis and theorizing
- ▶ Approaching problems by reframing the obvious
- ▶ Complex intellectual mysteries
- ▶ Being absorbed in abstract, mental work
- ▶ Freedom from organizational constraints
- ▶ Independence and nonconformance
- ▶ Intellectual quickness, ingenuity, invention
- ▶ Competence in the world of ideas
- ▶ Spontaneous learning by following curiosity and inspirations

## ISTP

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

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

## **ESTP**

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

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

## **ESFP**

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

- ▶ An energetic, sociable life, full of friends and fun
- ▶ Performing, entertaining, sharing
- ▶ Immediately useful skills; practical know-how
- ▶ Learning through spontaneous, hands-on action
- ▶ Trust and generosity; openness
- ▶ Patterning themselves after those they admire
- ▶ Concrete, practical knowledge; resourcefulness
- ▶ Caring, kindness, support, appreciation
- ▶ Freedom from irrelevant rules
- ▶ Handling immediate, practical problems and crises
- ▶ Seeing tangible realities; least-effort solutions
- ▶ Showing and receiving appreciation
- ▶ Making the most of the moment; adaptability
- ▶ Being caught up in enthusiasms
- ▶ Easing and brightening work and play

## **INFJ**

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

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

## **INTJ**

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

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

## ENTP

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

- ▶ Conceiving of new things and initiating change
- ▶ The surge of inspirations; the pull of emerging possibilities
- ▶ Analyzing complexities
- ▶ Following their insights, wherever they lead
- ▶ Finding meanings behind the facts
- ▶ Autonomy, elbow room; openness
- ▶ Ingenuity, originality, a fresh perspective
- ▶ Mental models and concepts that explain life
- ▶ Fair treatment
- ▶ Flexibility, adaptability
- ▶ Learning through action, variety, and discovery
- ▶ Exploring theories and meanings behind events
- ▶ Improvising, looking for novel ways
- ▶ Work made light by inspiration

## ENFP

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

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

## ISFJ

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

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

## ISTJ

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

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

# Notes

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**Center for Applications of Psychological Type**

2815 NW 13th Street • Suite 401

Gainesville Florida 32609 USA

**800.777.2278** toll-free USA and Canada • 352.375.0160

800.723.6284 toll-free fax • [www.capt.org](http://www.capt.org)



## Work Styles by Temperament

### NT

(INTP, ENTP, INTJ, ENTJ)

#### Irritated by:

- Being asked to do something illogical.
- Red tape, rules, regulations that get in the way of maximum effect with least effort.

#### Annoy Others by:

- Sarcasm and ridicule (based on doubt of their capabilities or comprehension).
- Splitting hairs to the point that others forget the point at issue.
- Using pretentious or pedantic vocabulary.

#### How to Appreciate:

- By listening intelligently and following his/her ideas.
- Recognize his/her capabilities - seldom enjoys personal comment.
- Don't praise for a routine task well done. (May make him/her suspicious of you).
- Only wants appreciation from someone he/she holds in high esteem in area concerned.
- Have difficulty accepting or giving appreciation.

### NF

(INFJ, ENFJ, INFP, ENFP)

#### Irritated by:

- Being treated impersonally, as just a role, job, or office.

#### Annoy Others by:

- Playing favorites, sometimes in a fickle way.
- Insisting on comments regarding emotional reactions in situations where ideas are more important to explore.
- Taking side of underdog and implying others are hardhearted.
- Being over-helpful.

#### How to Appreciate:

- Personal expressions.
- Need to hear their unique value praised by subordinates, peers, and superiors.
- Tend to become immobilized and discouraged by negative criticism.
- Need feedback to show their feelings and ideas are understood by others.

**SP**  
*(ISFP, ESFP, ISTP, ESTP)*

**Irritated by:**

- Being told how to work. Want freedom to fly by seat of pants.
- Standard Operating Procedures.
- Being pushed to meet deadlines.

**Annoy Others by:**

- Not following through on agreements.
- Being careless about details.
- Being unprepared.
- May over-praise when not earned.
- Springing the unexpected on colleagues too often.

**How to Appreciate:**

- Recognize clever, facile ways they work.
- Admire grace and flair, rather than how much work done.
- If work entails risks, comment on it - celebrate risks that worked; support and encourage when they don't work.
- Note boldness, bravery, endurance, cleverness, adaptation, and timing.

**SI**  
*(ISFJ, ESFJ, ISTJ, ESTJ)*

**Irritated by:**

- Others who do not employ Standard Operating Procedures.
- Others who do not follow rules and regulations.
- Others who fail to meet deadlines.

**Annoy Others by:**

- Doom and gloom - failing to take a positive attitude.
- Sarcasm or sharp criticism.
- Rewarding only super-performance, taking anything less for granted.
- Often transmit attitude of fatigue and worry, which is catching.

**How to Appreciate:**

- Positive comments about the product he/she produces, especially in relation to how it meets standards.
- Recognize loyalty, responsibility, and industry.
- Need an abundance of appreciation, though may have difficulty showing their pleasure when recognition is given.