



Leadership Animals Personality Quiz

What's your leadership animal??

Answer each question as *honestly* as you can and circle the letter of your choice.

Once you're done, look on the back and **record** how many points your choice is worth next to each question. **Add up** all your points to find out what your leadership animal is.

1. How do you feel about public speaking?

Points: ____

- a. I love it!
- b. No way, that sounds terrifying
- c. I'm fine with it, but I prefer to work behind the scenes
- d. I'm ok if it's in front of people I know and trust

2. How good are you at taking direction from other people?

Points: ____

- a. Pretty good—I go along with whatever the group wants to do
- b. I dislike it—I like being the one giving the direction
- c. I'll take direction, but I can sometimes see a better way of doing things, I just don't speak up
- d. Not great but not bad—I just prefer to do it all myself

3. Your friends would describe you as:

Points: ____

- a. Caring
- b. Quiet
- c. Loud
- d. Energetic

4. When a teacher assigns a group project, you:

Points: ____

- a. You usually do all the work yourself, so you dislike group projects
- b. Like being in charge, so you're good with it
- c. You aren't comfortable in a group setting, so you aren't excited at all
- d. Feel happy—you like working with other people

5. What would you do if your best friend was upset?

Points: ____

- a. Distract them by inviting them to do something fun
- b. Give them space so they don't feel pressure from you
- c. Buy them a present to make them feel better
- d. Ask them a lot of questions to see if you can help

6. Your family would describe you as:

Points: ____

- a. Helpful
- b. Bossy
- c. Thoughtful
- d. Kind

7. At lunch, you can be found:

Points: ____

- a. In the library or somewhere quiet
- b. Relaxing with a few close friends
- c. Going to club meetings or catching up on things you need to get done
- d. Socializing and telling jokes a large crowd

Total Points: _____

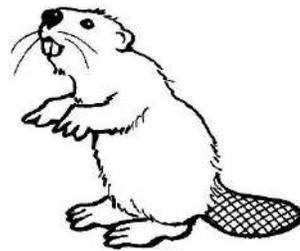
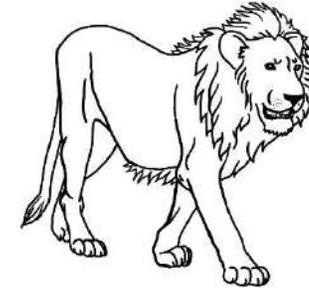
My Leadership Animal is: _____



ANSWER KEY

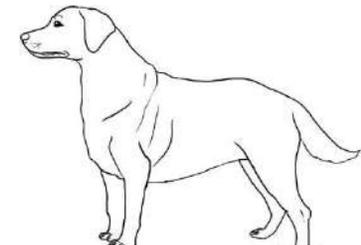
- 1. a- 1 point
- b- 4 points
- c- 2 points
- d- 3 points
- 2. a- 3 points
- b- 1 point
- c- 4 points
- d- 2 points
- 3. a- 3 points
- b- 4 points
- c- 1 point
- d- 2 points
- 4. a- 2 points
- b- 1 point
- c- 4 points
- d- 3 points
- 5. a- 1 point
- b- 4 points
- c- 2 points
- d- 3 points
- 6. a- 2 points
- b- 1 point
- c- 4 points
- d- 3 points
- 7. a- 4 points
- b- 3 points
- c- 2 points
- d- 1 points

If you got 7 - 12 points, your leadership animal is a **LION**.
The **Lion** leads by "roaring". The Lion is vocal, visible, and good at directing the group.
The Lion likes being at the forefront, but is not often good at listening or taking a step back.



If you got 12 - 18 points, your leadership animal is a **BEAVER**.
The **Beaver** leads by doing. The Beaver is the leader who will take on a lot of work themselves to make sure the task or job gets done quickly and efficiently.
The Beaver is a hard worker, but is not a strong delegator.

If you got 18 - 23 points, your leadership animal is a **LABRADOR**.
The **Labrador** leads by caring. The Labrador cares about the relationships of people in their group. The Labrador is good at being directed, and is the one who checks in with other group members to keep a positive emotional climate.
The Labrador is a "people person" but does not always take much personal initiative.



If you got 23 - 28 points, your leadership animal is an **OWL**.
The **Owl** leads by idea. The Owl may often be quiet, but will share their ideas at necessary times when the group needs direction or fresh ideas.
The Owl has a different perspective and is willing to try new things to find out more information, but can sometimes be too quiet and not vocal enough to get their ideas across.



Leadership Personality Assessment

We all have our own leadership style—what is yours?

Directions: **Respond** to each statement as *honestly* and *critically* as you can and circle the letter of your choice.

Once you're done, look on the back and **record** how many points your choice is worth next to each question. **Add up** all your points to find out what your Leadership Personality is.

1. I like to have the final say over decisions within my group.
Points: ____
- a. Absolutely, all the time.
 - b. The group should decide, not me.
 - c. Yes, because I have the most expertise and will make the best call.
 - d. I help the group come to the right decision.
2. A fictional leader I consider myself most like is:
Points: ____
- a. Quidditch Captain Harry Potter
 - b. Stark Industries CEO Tony Stark
 - c. President Jed Bartlett from *The West Wing*
 - d. Mr. Miyagi, wise karate coach from *The Karate Kid*
3. The main role of a leader should be:
Points: ____
- a. Achiever
 - b. Motivator
 - c. Delegator
 - d. Teacher
4. If a group member makes a crucial mistake, they need to be reprimanded so they won't do it again.
Points: ____
- a. Most of the time, so they won't repeat it.
 - b. Yes, mistakes should never be tolerated.
 - c. Never, they need to learn to fix their own mistakes.
 - d. Rarely. Mistakes are a sign that a new strategy is needed.
5. The most important thing a leader can give to their team is:
Points: ____
- a. Clear directions.
 - b. Vision.
 - c. Coaching.
 - d. Moral support.
6. My leadership style can be described as:
Points: ____
- a. Guiding.
 - b. Supervising.
 - c. Inspiring.
 - d. Doing.
7. The biggest job of a leader is to:
Points: ____
- a. Steer a team toward vision.
 - b. Improve themselves and their team.
 - c. Fix weaknesses.
 - d. Give specific orders.

Total Points: _____

My Leadership Personality is:



ANSWER KEY

- | | | |
|----------------|----------------|----------------|
| 1. a- 1 point | b- 4 points | d- 3 points |
| b- 4 points | c- 1 point | 6. a- 2 points |
| c- 2 points | d- 2 points | b- 1 point |
| d- 3 points | 4. a- 2 points | c- 4 points |
| 2. a- 3 points | b- 1 point | d- 3 points |
| b- 1 point | c- 4 points | 7. a- 4 points |
| c- 4 points | d- 3 points | b- 3 points |
| d- 2 points | 5. a- 1 point | c- 2 points |
| 3. a- 3 points | b- 4 points | d- 1 points |
| | c- 2 points | |

Your Leadership Style is...

<p>If you got 7 – 12 points, your leadership personality is a BOSS. The boss is a delegating style that places more of the responsibility on the shoulders of the team member "workers" as opposed to the managers. The manager is able to provide guidance, but only when needed or requested by the "workers", and serves in more of a consultant capacity. This style is most effective with an experienced team that can work independently. It also allows for maximum creativity in how employees choose to go about accomplishing a task. The boss is somewhat "in the action" because they themselves have done the job that the workers have done, but now teach others to do it in their place.</p>	 <p>Apple CEO Steve Jobs</p>
 <p>UCLA Basketball Coach John Wooden</p>	<p>If you got 12 – 18 points, your leadership personality is a COACH. Coaching is a type of situational leadership style that involves a great deal of "hands-on" involvement in a team's work process. Coaching is most beneficial when the team member "player" has weaknesses that need improvement. For coaching to be effective, the player must acknowledge the weakness and indicate a desire to improve. An example of coaching is when a sales manager spends time on the road making calls with a struggling salesperson in an effort to improve her performance. The coach is not "in the action", but directs from the sidelines</p>
<p>If you got 18 – 23 points, your leadership personality is a TEAM CAPTAIN. The captain leadership style typically involves taking over a challenging situation and applying specific knowledge and experience to right the ship. A captain is part of the team and has high levels of skills, and knows exactly what it takes for the team to succeed. A captain leader is very much "in the action" and can solve challenges themselves, but must direct the team around them to be successful. A directing-type captain leader will establish clear goals and objectives for themselves and their team, although teams have some input as to the process used to meet the goals.</p>	 <p>USA Women's Soccer Captain Christie Rampone</p>
 <p>Chancellor of Germany Angela Merkel</p>	<p>If you got 23 – 28 points, your leadership personality is a POLITICIAN. In the politician style, the leader plays more of a motivational role. Her main function is to attempt to instill confidence in the team with the overarching vision so they eventually become more self-sufficient and productive. This method is often referred to as a "selling" style because the leader attempts to persuade the team that they have the ability to perform the job. This style typically involves the assigning of tasks by the leader while providing support as needed. This leader is visionary, and is not "in the action", but directs and supports from a distance.</p>

BLUE

LEAD BY CARING

Like Peace Activist Mahatma Gandhi and Composer Mozart

Unique and authentic

Enthusiastic, Sympathetic, Personal

Warm, Communicative, Compassionate

I need to contribute, to encourage, and to care

Idealistic, Spiritual, Sincere

I value integrity and unity in relationships

Peaceful, Flexible, Imaginative

In childhood... I was extremely imaginative and found it difficult to fit into the structure of school life. I reacted with great sensitivity to discordance or rejection and sought recognition. I responded to encouragement rather than competition.

Leadership Style...

Expects others to express views

Assumes "family spirit"

Works to develop others' potential

Individuals oriented

Democratic, unstructured approach

Change time allows for sense of security

Expects people to develop their potential

Symptoms of a Bad day...

Attention-getting misbehaving

Lying to save face and withdrawal

Fantasy, day-dreaming, and going into a trance

Crying and depression

Passive resistance

GOLD

LEAD BY PLANNING

Like Charity Activist Mother Theresa or President George Washington

Natural leader

I need to follow rules and respect authority

Loyal, Dependable, Prepared

I have a strong sense of what is right and wrong in life

Thorough, Sensible, Punctual

I need to be useful and belong

Faithful, Stable, Organized

I value home, family, and tradition

In childhood... I wanted to follow the rules and regulations of the school. I understood and respected authority and was comfortable with academic routine. I was the easiest of all types of children to adapt to the education system.

Leadership Style...

Expects punctuality, order, loyalty

Assumes "right" way to do things

Seldom questions tradition

Rules oriented

Detailed/thorough approach - threatened by change

Symptoms of a Bad day...

Complaining and self-pity

Anxiety and worry

Depression and fatigue

Psychosomatic problems

Malicious judgments about yourself or others

Herd mentality exhibited in blind following of leaders

ORANGE

LEAD BY DIVING IN

Like American President Robert F. Kennedy and Pilot Amelia Earhart

I act on a moment's notice
Witty, Charming, Spontaneous
I consider life a game, here and now
Impulsive, Generous, Impactful
I need fun, variety, stimulation, and excitement
Optimistic, Eager, Bold
I am a natural trouble shooter, a performer, a competitor

In childhood... Of all types of children, I had the most difficult time fitting into academic routine. I learned by doing and experiencing rather than by listening and reading. I needed physical involvement in the learning process and was motivated by my own natural competitive nature and sense of fun.

Leadership Style...

Expects quick action
Works in the here and now
Flexible approach
Welcomes change
Expects people to "make it fun"

Symptoms of a Bad day...

Rudeness and defiance
Breaking the rules intentionally
Running away and dropping out
Use of stimulants (such as caffeine)
Acting out boisterously
Lying and cheating

GREEN

LEADS BY PROBLEM SOLVING

Like Founding Father Benjamin Franklin and Inventor Thomas Edison

I seek knowledge and understanding

Analytical, Global, Conceptual

I live by my own standards

Cool, Calm, Collected

I need explanation and answers

Inventive, Logical, Perfectionist

I value intelligence, insight, fairness, and justice

Abstract, Hypothetical, Investigative

I am a natural non-conformist, a visionary, a problem solver

In childhood... I appeared to be older than my years and focused on my greater interests, achieving in subjects that were mentally stimulating. I was impatient with drill and routine, questioned authority, and found it necessary to respect teachers before I could learn from them.

Leadership Style...

Expects intelligence and competence

Prefers to operate solo

Seeks ways to improve systems

Visionary and analytical

Encourages change for improvement

Expects people to follow through

Symptoms of a Bad day...

Indecisiveness

Refusal to comply or cooperate; the silent treatment

Extreme aloofness and withdrawal

Snobbish, put-down remarks, and sarcasm

True Colors Personality Quiz

Describe Yourself: In the boxes below are groups of word clusters with a letter and blank space above them. Look at all the choices in Box One (A, B, C, D). Read the word clusters and **decide which of the four word clusters is most like you**. Give that a "4" and write it in the blank space next to the letter of the cluster. Then rank the next three word clusters in that box from 3 - 1 in descending preference. You will end up with a box of 4 letter choices, ranked from "4" (most like you) to "1" (least like you). Continue this process with the remaining four boxes until each letter's blank space has a 4, 3, 2, or 1.

Box One			
A _____	B _____	C _____	D _____
active	parental	authentic	flexible
opportunistic	traditional	caring	inventive
spontaneous	responsible	compassionate	competent

Box Two			
E _____	F _____	G _____	H _____
curious	unique	practical	competitive
conceptual	empathetic	sensible	impulsive
knowledgeable	communicative	dependable	impactful

Box Three			
I _____	J _____	K _____	L _____
loyal	devoted	realistic	problem-solver
conservative	welcoming	open-minded	seeking
organized	poetic	adventuresome	logical

Box Four			
M _____	N _____	O _____	P _____
concerned	daring	tender	determined
rule-follower	impulsive	inspirational	complex
cooperative	fun	dramatic	composed

Box Five			
Q _____	R _____	S _____	T _____
philosophical	bubbly	exciting	orderly
principled	affectionate	courageous	conventional
rational	sympathetic	skillful	caring

Now add up the numbers you assigned for each letter in these orders:

A _____
H _____
K _____
N _____
S _____
Total: _____
ORANGE

C _____
F _____
J _____
O _____
R _____
Total: _____
BLUE

B _____
G _____
I _____
M _____
T _____
Total: _____
GOLD

D _____
E _____
L _____
P _____
Q _____
Total: _____
GREEN

Whichever box has the **HIGHEST** total score is your **TRUE COLOR PERSONALITY**.



ESTJ

Extraverted Sensing Thinking Judging

Every right-minded man has a philosophy of life, whether he knows it or not. Hidden away in his mind are certain governing principles, whether he formulates them in words or not, which govern his life. Surely his ideal ought to be to contribute all that he can, however little it may be, whether of money or service, to human progress.

--John D. Rockefeller, *Random Reminiscences of Men and Events*

ESTJs thrive on order and continuity. Being extraverted, their focus involves organization of people, which translates into supervision. While ENTJs enjoy organizing and mobilizing people according to their own theories and tactically based agendas, ESTJs are content to enforce "the rules," often dictated by tradition or handed down from a higher authority.

ESTJs are joiners. They seek out like-minded companions in clubs, civic groups, churches and other service organizations. The need for belonging is woven into the fiber of SJs. The family likewise is a central focus for ESTJs, and attendance at such events as weddings, funerals and family reunions is obligatory.

Tradition is important to the ESTJ. Holidays, birthdays and other annual celebrations are remembered and observed often religiously by this type. The ESTJ is inclined to seek out his roots, to trace the family heritage back to honored ancestors both for a sense of family respectability and for a sense of security and belonging.

Service, the tangible expression of responsibility, is another key focus for ESTJs. They love to provide and to receive good service. The ESTJ merchant who provides dependable service has done much to enhance his or her self image.

ESTJs have an acute sense for orthodoxy. Much of their evaluation of persons and activities reflects their strong sense of what is "normal" and what isn't. ESTJ humor is frequently centered around something or someone being off center or behaving abnormally.

ESTJs promote the work ethic. Power, position and prestige should be worked for and earned. Laziness is rarely viewed with ambivalence nor benevolence by this type.

Some men can make decisions and some cannot. Some men fret and delay under criticism. I used to have a saying¹ that applies here, and I note that some people have picked it up.

--Harry S. Truman, *Mr. Citizen*

¹ "If you can't stand the heat, get out of the kitchen."

The ESTJ is outspoken, a person of principles, which are readily expressed. The ESTJ is not afraid to stand up for what he or she believes is right even in the face of overwhelming odds. ESTJs are able to make the tough calls.

Occupations attracting ESTJs include teaching, coaching, banking, political office, and management at all levels.



(ESTJ stands for Extravert, Sensing, Thinking, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ESTJ

Based on Jung's framework of cognitive functions

Extraverted Thinking

ESTJs are very good at making impersonal decisions quickly, and standing by those decisions. They live in their Extraverted Thinking functioning, thus, their prime directive is in discovering that which is true and logical in the events of the real world. Circumstances calling for product invite the ESTJ to supervise or direct other individuals toward production and productivity. Extraverts are attracted to the "object," the external things and people in observable reality. This bent translates into a natural interest in goods and material objects.

Introverted Sensing

The secondary Introverted Sensing is like that of the ISTJ, but not as strong. *Si* provides practical form and concept data to the *Te* head, however, form is not the overriding principle, especially if Thinking has already decided. In times of need, ESTJs are tempted to overlook even necessary information if its absence impedes closure. Secondary sensing sometimes translates into interest in sports. The persistence of primary Thinking gives many ESTJs a desire for discipline and regimen which can be beneficial in skills development in the arena.

Extraverted iNtuition

As the ESTJ matures, and as situations arise which call for suspension of criticism, Extraverted iNtuition is allowed to play. Under the leadership of the *Te* function, iNtuition gravitates toward the discovery of broad categories which at worst amount to stereotypes. Those ESTJs who hone their *Ne* abilities may find success in academia. (I've encountered ESTJs whose *Ne* overshadows the auxiliary *Si* function--for whatever reason--to the extent that there is an appearance of NT radical geekism.)

Introverted Feeling

This function may rarely be expressed. ESTJs who have cultivated, or have been blessed with, a "natural indirect expression of good will by inference," have great prospects of developing genuine friendships (as opposed to ESTJs who merely act out the behavior of Extraverted Feeling). Such a weak, introverted function is best observed in facial expression, eye contact, body language, and verbally only by implication.



ISTJ

Introverted Sensing Thinking Judging

"It is in keeping with tradition throughout our history that I should express simply and directly the opinions which I hold concerning some of the matters of present importance." --Herbert Hoover, *Inaugural Address*, Monday, March 4, 1929.

ISTJs are often called inspectors. They have a keen sense of right and wrong, especially in their area of interest and/or responsibility. They are noted for devotion to duty. Punctuality is a watchword of the ISTJ. The secretary, clerk, or business(wo)man by whom others set their clocks is likely to be an ISTJ.

As do other Introverted Thinkers, ISTJs often give the initial impression of being aloof and perhaps somewhat cold. Effusive expression of emotional warmth is not something that ISTJs do without considerable energy loss.

ISTJs are most at home with "just the **facts**, Ma'am." They seem to perform at highest efficiency when employing a step-by-step approach. Once a new procedure has proven itself (i.e., has been shown "to work,") the ISTJ can be depended upon to carry it through, even at the expense of their own health.

ISTJs are easily frustrated by the inconsistencies of others, especially when the second parties don't keep their commitments. But they usually keep their feelings to themselves unless they are asked. And when asked, they don't mince words. Truth wins out over tact. The grim determination of the ISTJ vindicates itself in officiation of sports events, judiciary functions, or an other situation which requires making tough calls and sticking to them.

Their SJ orientation draws the ISTJ into the service of established institutions. Home, social clubs, government, schools, the military, churches -- these are the bastions of the SJ. "We've always done it this way" is often reason enough for many ISTJs. Threats to time-honored traditions or established organizations (e.g., a "run" on the bank) are the undoing of SJs, and are to be fought at all costs.

(ISTJ stands for Introvert, Sensing, Thinking, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ISTJ

Based on Jung's framework of cognitive functions

Introverted Sensing

Si is oriented toward the world of forms, essences, generics. Time is such a form, a quantifiable essence of exactitude, the standard to which external events are held. For both of the IS_J types, the sense of propriety comes from the clear definition of these internal forms. An apple "should" have certain qualities, against which all apples are



evaluated. A "proper" chair has four legs, (and other qualities this poor INTP can only guess). Jung viewed introverted sensing as something of an oxymoron, in that the natural direction of senses is outward toward the object, rather than inward and away from it. One has the sense that Introverted Sensors are drawn more to the **measure** of the concept of the perceived object than to the **experience** of that perception.

Extraverted Thinking

The moderation of the *Te* function serves to socialize the expression of these forms. When the *Si* function is ready to relinquish the data, *Te* may speak. Otherwise, silence is golden. ISTJs seem to have a few favorite forms (the tried and true) which may serve for most occasions. My ISTJ dad woke me every morning with the same phrase for more years than I care to remember. Asked, "How are you?" he answered with the same stock phrase. ("As well as my age and habits will permit" was used for about two decades.) "It's a good form, a sound form--it's **the** form for me."

Introverted Feeling

Since *Fi* is turned inward, it is rarely expressed. Perhaps this enables the ISTJ to resolutely accept that "we are all doomed." When told that Lazarus had died, Thomas said, "Let us go and die with him." (He could just as well have said something like, "I knew this was bound to happen sooner or later.") Only in times of great distress is the Introverted Feeling expressed (as I witnessed in my dad when a neighbor's son was killed in a hunting accident). Otherwise, feeling is inferred, or expressed nonverbally, through eye contact, or an encouraging smile.

Extraverted Intuition

The *Ne* function of an ISTJ does not serve them very well. It needs a lot of help. For example, an ISTJ was surprised to find that someone she had talked with only by phone had red hair, because she "didn't usually like" people with red hair! This inferior *Ne* seems to be a major source of, and a natural breeding ground for, stereotypes. Failure of the banking system is but one bogeyman which arises from the fear which feeds on the ISTJ's mistrust of real world possibilities. The shadow inhabiting the inferior *Ne* strikes at the precious forms and standards in the heart of the dominant *Si* function.



ENTJ

Extraverted iNtuitive Thinking Judging

"I don't care to sit by the window on an airplane. If I can't control it, why look?"

ENTJs have a natural tendency to marshal and direct. This may be expressed with the charm and finesse of a world leader or with the insensitivity of a cult leader. The ENTJ requires little encouragement to make a plan. One ENTJ put it this way... "I make these little plans that really don't have any importance to anyone else, and then feel compelled to carry them out." While "compelled" may not describe ENTJs as a group, nevertheless the bent to plan creatively and to make those plans reality is a common theme for NJ types.

ENTJs are often "larger than life" in describing their projects or proposals. This ability may be expressed as salesmanship, story-telling facility or stand-up comedy. In combination with the natural propensity for filibuster, our hero can make it very difficult for the customer to decline.

TRADEMARK: -- "I'm really sorry you have to die." (I realize this is an overstatement. However, most Fs and other gentle souls usually chuckle knowingly at this description.)

ENTJs are decisive. They see what needs to be done, and frequently assign roles to their fellows. Few other types can equal their ability to remain resolute in conflict, sending the valiant (and often leading the charge) into the mouth of hell. When challenged, the ENTJ may by reflex become argumentative. Alternatively (s)he may unleash an icy gaze that serves notice: the ENTJ is not one to be trifled with.

(ENTJ stands for Extravert, iNtuitive, Thinking, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ENTJ

Based on Jung's framework of cognitive functions

Extraverted Thinking

"Unequivocating" expresses the resoluteness of the ENTJ's dominant function. Clarity of convictions endows these Thinkers with a knack for debate, or wanting knack, a penchant for argument. The light and heat generated by Thinking at the helm can be impressive; perhaps even overwhelming. Experience teaches many ENTJs that restraint may often be the better part of valor, lest one find oneself victorious but alone.

Introverted iNtuition

from Human Metrics www.humanmetrics.com

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The auxiliary function explores the blueprints of archetypal patterns and equips Thinking with a fresh, dynamic sense of how things work. Improvising on the fly is something many ENTJs do very well. As Thinking's subordinate, insights are of value only insofar as they further the Right, True *Cause celebre*. [*n.b.*: ENTJs are capable of living on a higher plane, if you will, and learning to value individuals even above their principles. The above dynamic suggests less individuation.]

Extraverted Sensing

Sensing reaches out to embrace that which physically touches it. ENTJs have an awareness of the real; of that which exists. By stilling the engines of Thinking and iNtuition, this type may experience the Here and Now, and know things not dreamt of nor even postulated in iNtuition's philosophy. Sensing's minor role, however, puts it at risk for distortion or extreme weakness beneath the hustle and bustle of the giants N and T.

Introverted Feeling

Feeling is romantic, as the ethereal as the inner world from whence it doth emerge. When it be awake, feeling evokes great passion that knows not nuance of proportion nor context. Perhaps these lesser functions inspire glorious recreational quests in worlds that never were, or may only ever be in fantasy. When overdone or taken too seriously, *Fi* turned outward often becomes maudlin or melodramatic. Feeling in this type appears most authentic when implied or expressed covertly in a firm handshake, accepting demeanor, or act of sacrifice thinly covered by excuses of lack of any personal interest in the relinquished item.



INTJ

Introverted iNtuitive Thinking Judging

To outsiders, INTJs may appear to project an aura of "definiteness", of self-confidence. This self-confidence, sometimes mistaken for simple arrogance by the less decisive, is actually of a very specific rather than a general nature; its source lies in the specialized knowledge systems that most INTJs start building at an early age. When it comes to their own areas of expertise -- and INTJs can have several -- they will be able to tell you almost immediately whether or not they can help you, and if so, how. INTJs know what they know, and perhaps still more importantly, they know what they **don't** know.

INTJs are perfectionists, with a seemingly endless capacity for improving upon anything that takes their interest. What prevents them from becoming chronically bogged down in this pursuit of perfection is the pragmatism so characteristic of the type: INTJs apply (often ruthlessly) the criterion "Does it **work**?" to everything from their own research efforts to the prevailing social norms. This in turn produces an unusual independence of mind, freeing the INTJ from the constraints of authority, convention, or sentiment for its own sake.

INTJs are known as the "Systems Builders" of the types, perhaps in part because they possess the unusual trait combination of imagination and reliability. Whatever system an INTJ happens to be working on is for them the equivalent of a moral cause to an INFJ; both perfectionism and disregard for authority may come into play, as INTJs can be unsparing of both themselves and the others on the project. Anyone considered to be "slacking," including superiors, will lose their respect -- and will generally be made aware of this; INTJs have also been known to take it upon themselves to implement critical decisions without consulting their supervisors or co-workers. On the other hand, they do tend to be scrupulous and even-handed about recognizing the individual contributions that have gone into a project, and have a gift for seizing opportunities which others might not even notice.

In the broadest terms, what INTJs "do" tends to be what they "know". Typical INTJ career choices are in the sciences and engineering, but they can be found wherever a combination of intellect and incisiveness are required (e.g., law, some areas of academia). INTJs can rise to management positions when they are willing to invest time in **marketing** their abilities as well as enhancing them, and (whether for the sake of ambition or the desire for privacy) many also find it useful to learn to simulate some degree of surface conformism in order to mask their inherent unconventionality.

Personal relationships, particularly romantic ones, can be the INTJ's Achilles heel. While they are capable of caring deeply for others (usually a select few), and are willing to spend a great deal of time and effort on a relationship, the knowledge and self-confidence that make them so successful in other areas can suddenly abandon or mislead them in interpersonal situations.

This happens in part because many INTJs do not readily grasp the social rituals; for instance, they tend to have little patience and less understanding of such things as small talk and flirtation (which most types consider half the fun of a relationship). To complicate matters, INTJs are usually extremely private people, and can often be naturally impassive as well, which makes them easy to misread and misunderstand. Perhaps the most fundamental problem, however, is that INTJs really want people to make **sense**. :) This sometimes results in a peculiar naivete', paralleling that of many Fs -- only



instead of expecting inexhaustible affection and empathy from a romantic relationship, the INTJ will expect inexhaustible reasonability and directness.

Probably the strongest INTJ assets in the interpersonal area are their intuitive abilities and their willingness to "work at" a relationship. Although as Ts they do not always have the kind of natural empathy that many Fs do, the Intuitive function can often act as a good substitute by synthesizing the probable meanings behind such things as tone of voice, turn of phrase, and facial expression. This ability can then be honed and directed by consistent, repeated efforts to understand and support those they care about, and those relationships which ultimately do become established with an INTJ tend to be characterized by their robustness, stability, and good communications.

(INTJ stands for Introvert, iNtuitive, Thinking, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The INTJ

Based on Jung's framework of cognitive functions

Introverted iNtuition

INTJs are idea people. Anything is possible; everything is negotiable. Whatever the outer circumstances, INTJs are ever perceiving inner pattern-forms and using real-world materials to operationalize them. Others may see what **is** and wonder why; INTJs see what **might be** and say "Why not?!" Paradoxes, antinomies, and other contradictory phenomena aptly express these intuitors' amusement at those whom they feel may be taking a particular view of reality too seriously. INTJs enjoy developing unique solutions to complex problems.

Extraverted Thinking

Thinking in this auxiliary role is a workhorse. Closure is the payoff for efforts expended. Evaluation begs diagnosis; product drives process. As they come to light, Thinking tends, protects, affirms and directs iNtuition's offspring, fully equipping them for fulfilling and useful lives. A faithful pedagogue, Thinking argues not so much on its own behalf, but in defense of its charges. And through this process these impressionable ideas take on the likeness of their master.

Introverted Feeling

Feeling has a modest inner room, two doors down from the Most Imminent iNtuition. It doesn't get out much, but lends its influence on behalf of causes which are Good and Worthy and Humane. We may catch a glimpse of it in the unspoken attitude of good will, or the gracious smile or nod. Some question the existence of Feeling in this type, yet its unseen balance to Thinking is a cardinal dimension in the full measure of the INTJ's soul.

Extraverted Sensing

Sensing serves with a good will, or not at all. As other inferior functions, it has only a rudimentary awareness of context, amount or degree. Thus INTJs sweat the details or, at times, omit them. "I've made up my mind, don't confuse me with the facts" could well have been said by an INTJ on a mission. Sensing's extraverted attitude is evident in this type's bent to savor sensations rather than to merely categorize them. Indiscretions of indulgence are likely an expression of the unconscious vengeance of the inferior.

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ESTP

Extraverted Sensing Thinking Perceiving

ESTPs are spontaneous, active folks. Like the other SPs, ESTPs get great satisfaction from acting on their impulses. Activities involving great power, speed, thrill and risk are attractive to the ESTP. Chronic stifling of these impulses makes the ESTP feel "dead inside".

Gamesmanship is the calling card of the ESTP. Persons of this type have a natural drive to best the competition. Some of the most successful salespersons are ESTPs. P.T. Barnum ("Never give a sucker an even break") illustrates the unscrupulous contingent of this type.

Almost unconsciously ESTPs look for nonverbal, nearly subliminal cues as to what makes their quarry "tick". Once they know, they wait for just the right time to trump the unsuspecting victim's ace and glory in their conquest. Oddly enough, ESTPs seem to admire and respect anyone who can beat them at their own game.

"If I was any better, I couldn't stand it!" To an ESTP, admission of weakness feels like failure. He admires strength in himself and in others.

"Shock effect" is a favored technique of this type to get the attention of his audience. ESTPs love to be at center stage, demonstrating feats of wonder and daring.

(ESTP stands for Extravert, Sensing, Thinking, Perceiving and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ESTP

Based on Jung's framework of cognitive functions

Extraverted Sensing

These are the ultimate realists. Extraverted Sensors are at one with objects and experiences **now**, in the only living, pulsing moment that ever really exists. The Sensor is compelled to see, touch, taste, smell and feel all that moves, wafts, tingles, tinkles, scintillates, vibrates or resonates. Some ESTPs are keenly discriminating; only those elements of singular quality and experience will suffice. Others revel in earthiness. If baseness can elicit shock from more squeamish observers, so much the better.

Introverted Thinking

Even a consummate Sensor needs to decide which hand to grasp the gusto with; Introverted Thinking is their preferred yardstick. Introverted, and auxiliary to Sensing, the *T*function maintains a low profile, keeps its opinions



mainly to itself, and readily yields to allow Sensing to savor a special moment. The ESTP preference for mental, physical and emotional toughness surely can be traced to this detached, rational function.

Extraverted Feeling

Though only a minor character, Feeling plays an important role in a favorite pastime of ESTPs. This is not to say that ESTPs don't care deeply for others, yet Feeling is such a ready hand-puppet, expedient in disarming the "victim" and exposing the jugular. Sincere Feeling is tertiary and thus relatively simplistic in this type. As such, it can be the undoing of ESTPs at the hands of those they (perhaps unconsciously) come to trust.

Introverted iNtuition

In the inferior (fourth) position, intuition may be virtually absent much of the time. Haziness of inner, symbolic vision is the psychic price of the clarity of sensory awareness. As do other SPs, ESTPs reserve a certain "gut" sense of timing and luck. When repression and stress empower the Shadow, it likely finds expression through intuition in stereotypic perceptions of groups and individuals whom it perceives and hostile or hurtful.



ISTP

Introverted Sensing Thinking Perceiving

Like their fellow SPs, ISTPs are fundamentally Performers (note the capital 'P' :-)), but as Ts their areas of interest tend to be mechanical rather than artistic like those of ISFPs, and unlike most ESPs they do not present an impression of constant activity. On the contrary, they lie dormant, saving their energy until a project or an adventure worthy of their time comes along--and then they **launch** themselves at it. The apparently frenzied state that inevitably ensues is actually much more controlled than it appears--ISTPs always seem to know what they're doing when it comes to physical or mechanical obstacles--but the whole chain of events presents a confusing and paradoxical picture to an outsider.

ISTPs are equally difficult to understand in their need for personal space, which in turn has an impact on their relationships with others. They need to be able to "spread out"--both physically and psychologically--which generally implies encroaching to some degree on others, especially if they decide that something of someone else's is going to become their next project. (They are generally quite comfortable, however, with being treated the same way they treat others--at least in this respect.) But because they need such a lot of flexibility to be as spontaneous as they feel they must be, they tend to become as inflexible as the most rigid J when someone seems to be threatening their lifestyle (although they usually respond with a classic SP rage which is yet another vivid contrast to their "dormant," impassive, detached mode). These territorial considerations are usually critical in relationships with ISTPs; communication also tends to be a key issue, since they generally express themselves non-verbally. When they do actually verbalize, ISTPs are masters of the one-liner, often showing flashes of humor in the most tense situations; this can result in their being seen as thick-skinned or tasteless.

Like most SPs, ISTPs may have trouble with rote and abstract classroom learning, which tend not to be good measures of their actual intelligence. They tend, sometimes with good reason, to be highly skeptical of its practical value, and often gravitate towards classes in industrial arts; part-time vocational/ technical programs can be useful to even the college-bound ISTP. In terms of careers, mechanics and any of the skilled trades are traditional choices, and those ISTPs with strong numerical as well mechanical gifts tend to do extremely well in most areas of engineering. Working as paramedics or firefighters can fulfill the ISTP need to live on the edge; they are at their best in a crisis, where their natural disregard for rules and authority structures allows them to focus on and tackle the emergency at hand in the most effective way.

ISTPs with more sedate careers usually take on high-risk avocations like racing, skydiving, and motorcycling. While aware of the dangers involved, they are so in touch with the physical world that they know they can get away with much smaller safety margins than other types.

(ISTP stands for Introvert, Sensing, Thinking, Perceiving and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)



Functional Analysis Of The ISTP

Based on Jung's framework of cognitive functions

Introverted Thinking

Thinking, the dominant function, generally keeps its opinions to itself. The inner world of introverted thinkers resembles Plato's rec room, where every untried idea runs the gauntlet of Truth. The personal or political source of the alleged fact matters little to Thinking; each tenet must stand on its own premises. Introverted thinkers focus their directives in on themselves, and would like nothing better than for others to do the same. One ISTP friend displays a poster of an orangutan with the caption, "If I want your opinion, I'll beat it out of you." Suffice it to say that ISTPs are by nature free spirits.

Extraverted Sensing

Auxiliary Sensing provides Thinking with all manner of information about the physical world. ISTPs possess heightened sensory awareness. And as other SPs, ISTPs are energized by responding to their impulses. Sports appeal to many ISTPs for the sheer sensory experience.

This combination of dominant introverted thinking and auxiliary extraverted sensing results in no-nonsense realism. The uncanny troubleshooting ability which predisposes many ISTPs to hands-on diagnostics (especially with machinery and computers) or detective work is most probably rooted in this pairing.

Introverted iNtuition

Tertiary iNtuition maintains a low profile. ISTPs are prone to consult "gut feelings" that most probably arise from this function unconsciously. As with other SP types, ISTPs generally lack enthusiasm for theoretical and philosophical issues, and less for the endless discussions in which the Intuitive (especially NP) types so frequently engage.

Extraverted Feeling

The inferior (least) feeling function is extraverted and, when operative, quite visible. As with all types, the inferior function is relatively simplistic and often operates unconsciously in an all-or-nothing manner. When operative, Feeling's sensitivity and loyalty has the potential for great benefit and utter peril. It would seem that ISTPs would do well to nourish and cherish Feeling judgement, but to vigilantly supervise and protect it from predators and other catastrophes.



ENTP

Extraverted iNtuitive Thinking Perceiving

"Clever" is the word that perhaps describes ENTPs best. The professor who juggles half a dozen ideas for research papers and grant proposals in his mind while giving a highly entertaining lecture on an abstruse subject is a classic example of the type. So is the stand-up comedian whose lampoons are both funny and incisively accurate.

ENTPs are usually verbally as well as cerebrally quick, and generally love to argue--both for its own sake, and to show off their debating skills. ENTPs tend to have a perverse sense of humor as well, and enjoy playing devil's advocate. This sometimes confuses, even angers, those who don't understand or accept the concept of argument as a sport.

ENTPs are as innovative and ingenious at problem-solving as they are at verbal gymnastics; on occasion, however, they manage to outsmart themselves. ENTPs can be prone to "sharp practice" – especially cutting corners without regard to the rules if it's expedient – or, their juggling acts may simply be so over-ambitious they collapse.

Both at work and at home, ENTPs are very fond of "toys" -- physical or intellectual, the more sophisticated the better. Once these have been "solved" or become too familiar, however, they'll be replaced with new ones.

ENTPs are basically optimists, but in spite of this (perhaps because of it?), they can become petulant about small setbacks and inconveniences. (Major setbacks they regard as challenges, and tackle with determination.) ENTPs have little patience with those they consider wrongheaded or unintelligent, and show little restraint in demonstrating this. In general, however, they are genial, even charming, when not being harassed by life.

In terms of their relationships with others, ENTPs are capable of bonding very closely and suddenly with their loved ones. Some appear deceptively offhand with their nearest and dearest; others are so demonstrative that they succeed in shocking co-workers who've only seen their professional side. ENTPs are also quick to spot a kindred spirit, and good at acquiring friends of similar temperament and interests.

ENTPs may sometimes give the impression of being largely oblivious to the rest of humanity except as an audience: good, bad, or potential. In general this is unfair – but it can be difficult to get an ENTP's attention when they're not immediately aware of you, especially for an Introvert.

The best approach in communicating with an ENTP is to be straightforward. No games – they'll win. No "pulling rank" – they'll just want to put you in your place. No apologies – you'll undermine yourself. Try "I need/want to talk to you."

(ENTP stands for Extravert, iNtuitive, Thinking, Perceiving and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)



Functional Analysis Of The ENTP

Based on Jung's framework of cognitive functions

Extraverted iNtuition

ENTPs are nothing if not unique. Brave new associations flow freely from the unconscious into the world of the living. Making, discovering and developing connections between and among two or more of *anything* is virtually automatic. The *product* of intuition is merely an icon of *process*; ENTPs are in the business of change, improvement, experimentation.

The attraction Extraverted iNtuition has toward the real and physical amounts to a cosmic non sequitur: theory is drawn to practice. Such encounters are clearly puzzling. Both parties--the intuitor and the realist--are aware of a xenic quality in their meeting, with reactions ranging from recoil to reverie.

Introverted Thinking

Thinking is iNtuition's ready assistant, an embodiment of the sort of logic found in laws, boards and circuits. Thinking's job is to lend focus and direction to iNtuition's critical mass. The temporary habitations of changeling iNtuition are constructed of Boolean materials from Thinking's storehouse. Ultimately, Thinking is no match for iNtuition's prodigiousness. Systems lie in various states of disarray, fragmentary traces of Thinking's feverish attempts to shadow and undergird the leaps of the dominant function. One can only suppose that Thinking must continue to work during REM sleep pulling together iNtuition's brainchildren into integral wholes.

Extraverted Feeling

To the extent that Feeling is developed, ENTPs extravert Feeling judgment. As a result, it is not uncommon to find affability and bonhomie in members of this species. Tertiary functions are potentially utilitarian. Their limitations appear in their relative underdevelopment, diminished endurance, and vulnerability. ENTPs may harness Feeling's good will in areas such as sales, service, drama, humor and art. ENTP loyalty often runs high and can be hooked by those the ENTP counts as friends.

Introverted Sensing

Like a tail on the kite of iNtuition, Introverted Sensing counterweights these beings drawn to nonconformity and anarchy. These shadowy sensory forms, so familiar to SJ types, serve as lodestones which many ENTPs employ Herculean measures to escape. "Question authority! (then do exactly what it tells you)" sums up the dilemma in which ENTPs may find themselves by attempting to best the tarbaby Sensing. Occasionally acknowledging awareness of norms and abnormality could, in theory, be potentially freeing.

Additionally, I've noticed that ENTPs have the need to have areas of expertise/excellence/uniqueness in which one is second to none. I've never beaten an ENTP at his/her own game--not in the final analysis. (e.g., just tonight, my neighbor who is recuperating from an illness received a call from an ENTP friend offering his special recipe for tea. The instructions required only the finest ingredients, a particular brand of orange juice, tea made with a ball--none of those horrid teabags--..., which will of course make the **best** tea of which he himself drinks 50 gallons each winter!)

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INTP

Introverted iNtuitive Thinking Perceiving

INTPs are pensive, analytical folks. They may venture so deeply into thought as to seem detached, and often actually are oblivious to the world around them.

Precise about their descriptions, INTPs will often correct others (or be sorely tempted to) if the shade of meaning is a bit off. While annoying to the less concise, this fine discrimination ability gives INTPs so inclined a natural advantage as, for example, grammarians and linguists.

INTPs are relatively easy-going and amenable to almost anything until their principles are violated, about which they may become outspoken and inflexible. They prefer to return, however, to a reserved albeit benign ambiance, not wishing to make spectacles of themselves.

A major concern for INTPs is the haunting sense of impending failure. They spend considerable time second-guessing themselves. The open-endedness (from Perceiving) conjoined with the need for competence (NT) is expressed in a sense that one's conclusion may well be met by an equally plausible alternative solution, and that, after all, one may very well have overlooked some critical bit of *data*. An INTP arguing a point may very well be trying to convince himself as much as his opposition. In this way INTPs are markedly different from INTJs, who are much more confident in their competence and willing to act on their convictions.

Mathematics is a system where many INTPs love to play, similarly languages, computer systems--potentially any complex system. INTPs thrive on systems. Understanding, exploring, mastering, and manipulating systems can overtake the INTP's conscious thought. This fascination for logical wholes and their inner workings is often expressed in a detachment from the environment, a concentration where time is forgotten and extraneous stimuli are held at bay. Accomplishing a task or goal with this knowledge is secondary.

INTPs and Logic -- One of the tipoffs that a person is an INTP is his or her obsession with logical correctness. Errors are not often due to poor logic -- apparent *faux pas* in reasoning are usually a result of **overlooking details** or of incorrect context.

Games NTs seem to especially enjoy include Risk, Bridge, Stratego, Chess, Go, and **word games** of all sorts. (I have an ENTJ friend that loves Boggle and its variations. We've been known to sit in public places and pick a word off a menu or mayonnaise jar to see who can make the most words from its letters on a napkin in two minutes.) The INTP mailing list has enjoyed a round of *Metaphore*, virtual volleyball, and a few 'finish the series' brain teasers.

INTPs in the main are not clannish. The INTP mailing list, with a readership now in triple figures, was in its incipience fraught with all the difficulties of the Panama canal: we had trouble deciding:

-
- whether or not there should be such a group,
 - exactly *whatsuch* a group should be called, and
-



- which of us would have to take the responsibility for organization and maintenance of the aforesaid group/club/whatever.
-

Functional Analysis Of The INTP

Based on Jung's framework of cognitive functions

Introverted Thinking

Introverted Thinking strives to extract the essence of the Idea from various externals that express it. In the extreme, this conceptual essence wants no form or substance to verify its reality. Knowing the Truth is enough for INTPs; the knowledge that this truth can (or could) be demonstrated is sufficient to satisfy the knower. "Cogito, ergo sum" expresses this prime directive quite succinctly.

In seasons of low energy level, or moments of single-minded concentration, the INTP is aloof and detached in a way that might even offend more relational or extraverted individuals.

Extraverted iNtuition

Intuition softens and socializes Thinking, fleshing out the brittle bones of truths formed in the dominant inner world. That which **is** not negotiable; yet actual application diffuses knowledge to the extent that knowledge needs qualification and context to be of any consequence in this foreign world of substance.

If Thinking can desist, the INTP is free to brainstorm, calling up the perceptions of the unconscious (i.e., intuition) which are mirrored in patterns in the realm of matter, time and space. These perceptions, in the form of theories or hunches, must ultimately defer to the inner principles, or at least they must not negate them.

Intuition unchained gives birth to play. INTPs enjoy games, formal or impromptu, which coax analogies, patterns and theories from the unseen into spontaneous expression in a way that defies their own comprehension.

Introverted Sensing

Sensing is of a subjective, inner nature similar to that of the SJs. It supplies awareness of the *forms* of senses rather than the raw, analogic stimuli. Facts and figures seek to be cleaned up for comparison with an ever growing range of previously experienced input. Sensing assists intuition in sorting out and arranging information into the building blocks for Thinking's elaborate systems.

The internalizing nature of the INTP's Sensing function leaves a relative absence of environmental awareness (i.e., Extraverted Sensing), except when the environment is the current focus. Consciousness of such conditions is at best a sometime thing.

Extraverted Feeling

Feeling tends to be all or none. When present, the INTP's concern for others is intense, albeit naive. In a crisis, this feeling judgement is often silenced by the emergence of Thinking, who rushes in to avert chaos and destruction. In the absence of a clear principle, however, INTPs have been known to defer judgement and to allow decisions about interpersonal matters to be left hanging lest someone be offended or somehow injured. INTPs are at risk of being swept away by the shadow in the form of their own strong emotional impulses.

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ESFJ

Extraverted Sensing Feeling Judging

Guardians of birthdays, holidays and celebrations, ESFJs are generous entertainers. They enjoy and joyfully observe traditions and are liberal in giving, especially where custom prescribes.

All else being equal, ESFJs enjoy being in charge. They see problems clearly and delegate easily, work hard and play with zest. ESFJs, as do most SJs, bear strong allegiance to rights of seniority. They willingly provide service (which embodies life's meaning) and expect the same from others.

ESFJs are easily wounded. And when wounded, their emotions will not be contained. They by nature "wear their hearts on their sleeves," often exuding warmth and bonhomie, but not infrequently boiling over with the vexation of their souls. Some ESFJs channel these vibrant emotions into moving dramatic performances on stage and screen.

Strong, contradictory forces consume the ESFJ. Their sense of right and wrong wrestles with an overwhelming rescuing, 'mothering' drive. This sometimes results in swift, immediate action taken upon a transgressor, followed by stern reprimand; ultimately, however, the prodigal is wrested from the gallows of their folly, just as the noose tightens and all hope is lost, by the very executioner!

An ESFJ at odds with self is a remarkable sight. When a decision must be made, especially one involving the risk of conflict (abhorrent to ESFJs), there ensues an in-house wrestling match between the aforementioned black-and-white Values and the Nemesis of Discord. The contender pits self against self, once firmly deciding with the Right, then switching to Prudence to forestall hostilities, countered by unswerving Values, *ad exhaustum*, winner take all.

As caretakers, ESFJs sense danger all around--germs within, the elements without, unscrupulous malefactors, insidious character flaws. The world is a dangerous place, not to be trusted. Not that the ESFJ is paranoid; 'hyper-vigilant' would be more precise. And thus they serve excellently as protectors, outstanding in fields such as medical care and elementary education.

(ESFJ stands for Extravert, Sensing, Feeling, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ESFJ

Based on Jung's framework of cognitive functions

Extraverted Feeling

ESFJs live in their **Extraverted Feeling** functioning. Feeling, a rational (i.e., deciding) function, expresses opinions easily in the *E*world of objects and people. ESFJs have the ability to express warmth, rage, and a range of other emotions. Actions are encouraged or rebuked based on how they affect other people, especially people near and



dear to the ESFJ. This type's vocal decisiveness predisposes many of its number to facility with administration and supervision.

Introverted Sensing

The secondary Sensing function aids and abets the dominant *Fe* in that sensate data is collected and at once compared with the inner forms or standards. Data on which decisions are made are thus focused and given a contrast which tends to be stronger and clearer than the original stimuli. The strengthening effect of *Si* on *Fe* may be responsible for this type's reputation for wearing their "hearts on their sleeves." At any rate, ESFJs reflect the "black and white" view of reality which is common to the SJ types.

Extraverted iNtuition

Intuition is tertiary--as the ESFJ matures, and as situations arise which call for suspension of criticism, *Ne* is allowed to play. Under the leadership of the *Fe* function, iNtuition allows for a loosening of the more rigid *Si* rights and wrongs; teasing and slapstick humor emerge. ESFJs are also capable of discerning patterns and philosophies, but such perceiving is subject to the weakness of the tertiary position, and the results often lack the variety and complexity of connections that more complex systems require.

Introverted Thinking

The inferior *Ti* function may rarely be expressed. In fact, ESFJs may take affront at the aloof, detached nature of dominant *Ti* types, or conversely, be drawn to them. Some ESFJs construct rationale which have the appearance of (Jungian) Thinking logic, but under scrutiny are in fact command performances of "Thinking in the service of Feeling," (i.e., Thinking-like conclusions which do not obey the tenets of impersonal logic; they rather construct scenarios from only those "hard, cold facts" which support the conclusion reached by the dominant Extraverted Feeling function. To wit:

You don't sew with a fork, so I see no reason to eat with knitting needles.

-- Miss Piggy, on eating Chinese Food



ISFJ

Introverted Sensing Feeling Judging

ISFJs are characterized above all by their desire to serve others, their "need to be needed." In extreme cases, this need is so strong that standard give-and-take relationships are deeply unsatisfying to them; however, most ISFJs find more than enough with which to occupy themselves within the framework of a normal life. (Since ISFJs, like all SJs, are very much bound by the prevailing social conventions, their form of "service" is likely to exclude any elements of moral or political controversy; they specialize in the local, the personal, and the practical.)

ISFJs are often unappreciated, at work, home, and play. Ironically, because they prove over and over that they can be relied on for their loyalty and unstinting, high-quality work, those around them often take them for granted--even take advantage of them. Admittedly, the problem is sometimes aggravated by the ISFJs themselves; for instance, they are notoriously bad at delegating ("If you want it done right, do it yourself"). And although they're hurt by being treated like doormats, they are often unwilling to toot their own horns about their accomplishments because they feel that although they deserve more credit than they're getting, it's somehow wrong to **want** any sort of reward for doing work (which is supposed to be a virtue in itself). (And as low-profile Is, their actions don't call attention to themselves as with charismatic Es.) Because of all of this, ISFJs are often overworked, and as a result may suffer from psychosomatic illnesses.

In the workplace, ISFJs are methodical and accurate workers, often with very good memories and unexpected analytic abilities; they are also good with people in small-group or one-on-one situations because of their patient and genuinely sympathetic approach to dealing with others. ISFJs make pleasant and reliable co-workers and exemplary employees, but tend to be harried and uncomfortable in supervisory roles. They are capable of forming strong loyalties, but these are **personal** rather than **institutional** loyalties; if someone they've bonded with in this way leaves the company, the ISFJ will leave with them, if given the option. Traditional careers for an ISFJ include: teaching, social work, most religious work, nursing, medicine (general practice only), clerical and and secretarial work of any kind, and some kinds of administrative careers.

While their work ethic is high on the ISFJ priority list, their families are the centers of their lives. ISFJs are extremely warm and demonstrative within the family circle--and often possessive of their loved ones, as well. When these include Es who want to socialize with the rest of the world, or self-contained ITs, the ISFJ must learn to adjust to these behaviors and not interpret them as rejection. Being SJs, they place a strong emphasis on conventional behavior (although, unlike STJs, they are usually as concerned with being "nice" as with strict propriety); if any of their nearest and dearest depart from the straight-and-narrow, it causes the ISFJ major embarrassment: the closer the relationship and the more public the act, the more intense the embarrassment (a fact which many of their teenage children take gleeful advantage of). Over time, however, ISFJs usually mellow, and learn to regard the culprits as harmless eccentrics :-). Needless to say, ISFJs take infinite trouble over meals, gifts, celebrations, etc., for their loved ones--although strong Js may tend to focus more on what the recipient **should** want rather than what they **do** want.

Like most Is, ISFJs have a few, close friends. They are extremely loyal to these, and are ready to provide emotional and practical support at a moment's notice. (However, like most Fs they hate confrontation; if you get into a fight, don't expect them to jump in after you. You can count on them, however, run and get the nearest authority figure.) Unlike with EPs, the

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older the friendship is, the more an ISFJ will value it. One ISFJ trait that is easily misunderstood by those who **haven't** known them long is that they are often unable to either hide or articulate any distress they may be feeling. For instance, an ISFJ child may be reproved for "sulking," the actual cause of which is a combination of physical illness plus misguided "good manners." An adult ISFJ may drive a (later ashamed) friend or SO into a fit of temper over the ISFJ's unexplained moodiness, only afterwards to explain about a death in the family they "didn't want to burden anyone with." Those close to ISFJs should learn to watch for the warning signs in these situations and take the initiative themselves to uncover the problem.

Functional Analysis Of The ISFJ

Based on Jung's framework of cognitive functions

Introverted Sensing

As for ISTJs, the dominant Si is oriented toward the world of forms, essences, generics. Again, "for both of the IS_J types, the sense of propriety comes from the clear definition of these internal forms. ... A 'proper' chair has four legs," etc. (Jung saw IS as something of an oxymoron: sensing, which is a perceiving function, focused inward and thus **away** from that which is perceived (the "object"). In this light, he described this sensing as something removed from reality, full of archetypes/mythical figures/hobgoblins; sensing of one's own set of forms.)

Extraverted Feeling

A kind of "regression toward the mean" provided by the Fe auxiliary function serves to socialize the expression of these forms. I suppose it's the auxiliary nature of this Feeling, coupled with the balancing effect of {detachment from the internal idiosyncratic view of free-floating data perceptions} that makes ISFJs tentative, conservative, and reticent to boldly state the rights and wrongs in the relational world. (Loosely translated, ISFJs like to keep their perceptions to themselves, and aren't sure enough that what they "see" as Introverted Sensors has any relevance to the outside world. Thus the perception, based on unworldly data, may not be true. The obedient Extraverted Feeling function must therefore refrain from strong statements expressing these opinions.)

Introverted Thinking

Introverted Thinking is turned inward and is largely invisible. It is only with great difficulty, if at all, that the ISFJ could willingly commit anyone to their doom. Perhaps this explains why ISFJs are loyal to the end; there is no sense of purely objective (i.e., impersonal) judgement of anyone but themselves (and that only by their own standards). Here is this type's achilles heel that makes many of them so vulnerable to the scoundrels and ne'er-do-wells who often use and abuse them.

Extraverted iNtuition

ISFJs are easily undone by Extraverted iNtuition, their inferior function. Believing in the fantastic, and disbelieving the technologically extant, are errors that may guide the gullible (or unfoundedly sceptical) ISFJ off a precipice of mis-conclusion. (One of our co-workers' mothers adamantly refused to believe that Dave Letterman's mom was actually at the olympics in Norway talking with the athletes and handing out hams! She suspected technological trickery.)

This childlike Ne is, however, the likely source (coupled with fun-loving Extraverted Feeling) of the practical joking, punning and (usually harmless) impishness of some ISFJs.

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ENFJ

Extraverted iNtuitive Feeling Judging

ENFJs are the benevolent 'pedagogues' of humanity. They have tremendous charisma by which many are drawn into their nurturant tutelage and/or grand schemes. Many ENFJs have tremendous power to manipulate others with their phenomenal interpersonal skills and unique salesmanship. But it's usually not meant as manipulation -- ENFJs generally believe in their dreams, and see themselves as helpers and enablers, which they usually are.

ENFJs are global learners. They see the big picture. The ENFJs focus is expansive. Some can juggle an amazing number of responsibilities or projects simultaneously. Many ENFJs have tremendous entrepreneurial ability.

ENFJs are, by definition, Js, with whom we associate organization and decisiveness. But they don't resemble the SJs or even the NTJs in organization of the environment nor occasional recalcitrance. ENFJs are organized in the arena of interpersonal affairs. Their offices may or may not be cluttered, but their conclusions (reached through feelings) about people and motives are drawn much more quickly and are more resilient than those of their NFP counterparts.

ENFJs know and appreciate people. Like most NFs, (and Feelers in general), they are apt to neglect themselves and their own needs for the needs of others. They have thinner psychological boundaries than most, and are at risk for being hurt or even abused by less sensitive people. ENFJs often take on more of the burdens of others than they can bear.

TRADEMARK: "The first shall be last"

This refers to the open-door policy of ENFJs. One ENFJ colleague always welcomes me into his office regardless of his own circumstances. If another person comes to the door, he allows them to interrupt our conversation with their need. While discussing that need, the phone rings and he stops to answer it. Others drop in with a 'quick question.' I finally get up, go to my office and use the call waiting feature on the telephone. When he hangs up, I have his undivided attention!

(ENFJ stands for Extravert, iNtuitive, Feeling, Judging and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ENFJ

Based on Jung's framework of cognitive functions

Extraverted Feeling

Extraverted Feeling rules the ENFJ's psyche. In the sway of this rational function, these folks are predisposed to closure in matters pertaining to people, and especially on behalf of their beloved. As extraverts, their contacts are

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wide ranging. Face-to-face relationships are intense, personable and warm, though they may be so infrequently achieved that intimate friendships are rare.

Introverted iNtuition

Like their INFJ cousins, ENFJs are blessed through introverted intuition with clarity of perception in the inner, unconscious world. Dominant Feeling prefers to find the silver lining in even the most beggarly perceptions of those in their expanding circle of friends and, of course, in themselves. In less balanced individuals, such mitigation of the unseemly eventually undermines the ENFJ's integrity and frequently their good name. In healthier individuals, deft use of this awareness of the inner needs and desires of others enables this astute type to win friends, influence people, and avoid compromising entanglements.

The dynamic nature of their intuition moves ENFJs from one project to another with the assurance that the next one will be perfect, or much more nearly so than the last. ENFJs are continually looking for newer and better solutions to benefit their extensive family, staff, or organization.

Extraverted Sensing

Sensing is extraverted. ENFJs can manage details, particularly those necessary to implement the prevailing vision. These data have, however, a magical flexible quality. Something to be bought can be had for a song; the same something is invaluable when it's time to sell. (We are not certain, but we suspect that such is the influence of the primary function.) This wavering of sensory perception is made possible by the weaker and less mature status with which the tertiary is endowed.

Introverted Thinking

Introverted Thinking is least apparent and most enigmatic in this type. In fact, it often appears only when summoned by Feeling. At times only in jest, but in earnest if need be, Thinking entertains as logical only those conclusions which support Feeling's values. Other scenarios can be shown invalid or at best significantly inferior. Such "Thinking in the service of Feeling" has the appearance of logic, but somehow it never quite adds up.

Introverted Thinking is frequently the focus of the spiritual quest of ENFJs. David's lengthiest psalm, 119, pays it homage. "Law," "precept," "commandment," "statute:" these essences of inner thinking are the mysteries of Deity for which this great Feeler's soul searched.



INFJ

Introverted iNtuitive Feeling Judging

INFJs are distinguished by both their complexity of character and the unusual range and depth of their talents. Strongly humanitarian in outlook, INFJs tend to be idealists, and because of their J preference for closure and completion, they are generally "doers" as well as dreamers. This rare combination of vision and practicality often results in INFJs taking a disproportionate amount of responsibility in the various causes to which so many of them seem to be drawn.

INFJs are deeply concerned about their relations with individuals as well as the state of humanity at large. They are, in fact, sometimes mistaken for extroverts because they appear so outgoing and are so genuinely interested in people -- a product of the Feeling function they most readily show to the world. On the contrary, INFJs are true introverts, who can only be emotionally intimate and fulfilled with a chosen few from among their long-term friends, family, or obvious "soul mates." While instinctively courting the personal and organizational demands continually made upon them by others, at intervals INFJs will suddenly withdraw into themselves, sometimes shutting out even their intimates. This apparent paradox is a necessary escape valve for them, providing both time to rebuild their depleted resources and a filter to prevent the emotional overload to which they are so susceptible as inherent "givers." As a pattern of behavior, it is perhaps the most confusing aspect of the enigmatic INFJ character to outsiders, and hence the most often misunderstood -- particularly by those who have little experience with this rare type.

Due in part to the unique perspective produced by this alternation between detachment and involvement in the lives of the people around them, INFJs may well have the clearest insights of all the types into the motivations of others, for good and for evil. The most important contributing factor to this uncanny gift, however, are the empathic abilities often found in Fs, which seem to be especially heightened in the INFJ type (possibly by the dominance of the introverted N function).

This empathy can serve as a classic example of the two-edged nature of certain INFJ talents, as it can be strong enough to cause discomfort or pain in negative or stressful situations. More explicit inner conflicts are also not uncommon in INFJs; it is possible to speculate that the causes for some of these may lie in the specific combinations of preferences which define this complex type. For instance, there can sometimes be a "tug-of-war" between NF vision and idealism and the J practicality that urges compromise for the sake of achieving the highest priority goals. And the I and J combination, while perhaps enhancing self-awareness, may make it difficult for INFJs to articulate their deepest and most convoluted feelings.

Usually self-expression comes more easily to INFJs on paper, as they tend to have strong writing skills. Since in addition they often possess a strong personal charisma, INFJs are generally well-suited to the "inspirational" professions such as teaching (especially in higher education) and religious leadership. Psychology and counseling are other obvious choices, but overall, INFJs can be exceptionally difficult to pigeonhole by their career paths. Perhaps the best example of this occurs in the technical fields. Many INFJs perceive themselves at a disadvantage when dealing with the mystique and formality of "hard logic", and in academic terms this may cause a tendency to gravitate towards the liberal arts rather than the sciences. However, the significant minority of INFJs who do pursue studies and careers in the latter areas tend to be as successful as their T counterparts, as it is *iNtuition* -- the dominant function for the INFJ type -- which governs the ability to understand abstract theory and implement it creatively.

In their own way, INFJs are just as much "systems builders" as are INTJs; the difference lies in that most INFJ "systems" are founded on human beings and human values, rather than information and technology. Their systems may for these reasons be conceptually "blurrier" than analogous NT ones, harder to measure in strict numerical terms, and easier to take for granted -- yet it is these same underlying reasons which make the resulting contributions to society so vital and profound.

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Beneath the quiet exterior, INFJs hold deep convictions about the weightier matters of life. Those who are activists - INFJs gravitate toward such a role - are there for the cause, not for personal glory or political power.

INFJs are champions of the oppressed and downtrodden. They often are found in the wake of an emergency, rescuing those who are in acute distress. INFJs may fantasize about getting revenge on those who victimize the defenseless. The concept of 'poetic justice' is appealing to the INFJ.

"There's something rotten in Denmark." Accurately suspicious about others' motives, INFJs are not easily led. These are the people that you can rarely fool any of the time. Though affable and sympathetic to most, INFJs are selective about their friends. Such a friendship is a symbiotic bond that transcends mere words.

INFJs have a knack for fluency in language and facility in communication. In addition, nonverbal sensitivity enables the INFJ to know and be known by others intimately.

Writing, counseling, public service and even politics are areas where INFJs frequently find their niche.

Functional Analysis Of The INFJ

Based on Jung's framework of cognitive functions

Introverted iNtuition

Introverted intuitives, INFJs enjoy a greater clarity of perception of inner, unconscious processes than all but their INTJ cousins. Just as SP types commune with the object and "live in the here and now" of the physical world, INFJs readily grasp the hidden psychological stimuli behind the more observable dynamics of behavior and affect. Their amazing ability to deduce the inner workings of the mind, will and emotions of others gives INFJs their reputation as prophets and seers. Unlike the confining, routinizing nature of introverted sensing, introverted intuition frees this type to act insightfully and spontaneously as unique solutions arise on an event by event basis.

Extraverted Feeling

Extraverted feeling, the auxiliary deciding function, expresses a range of emotion and opinions of, for and about people. INFJs, like many other FJ types, find themselves caught between the desire to express their wealth of feelings and moral conclusions about the actions and attitudes of others, and the awareness of the consequences of unbridled candor. Some vent the attending emotions in private, to trusted allies. Such confidants are chosen with care, for INFJs are well aware of the treachery that can reside in the hearts of mortals. This particular combination of introverted intuition and extraverted feeling provides INFJs with the raw material from which perceptive counselors are shaped.

Introverted Thinking

The INFJ's thinking is introverted, turned toward the subject. Perhaps it is when the INFJ's thinking function is operative that they are most aloof. A comrade might surmise that such detachment signals a disillusionment, that she has also been found lacking by the sardonic eye of this one who plumbs the depths of the human spirit. Experience suggests that such distancing is merely an indication that the seer is hard at work and focusing energy into this less efficient tertiary function.

Extraverted Sensing

INFJs are twice blessed with clarity of vision, both internal and external. Just as they possess inner vision which is drawn to the forms of the unconscious, they also have external sensing perception which readily takes hold of worldly objects. Sensing, however, is the weakest of the INFJ's arsenal and the most vulnerable. INFJs, like their fellow intuitives, may be so absorbed in intuitive perceiving that they become oblivious to physical reality. The INFJ under stress may fall prey to various forms of immediate gratification. Awareness of extraverted sensing is probably the source of the "SP wannabe" side of INFJs. Many yearn to live spontaneously; it's not uncommon for INFJ actors to take on an SP (often ESTP) role.

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ESFP

Extraverted Sensing Feeling Perceiving

"Where's the party?" ESFPs love people, excitement, telling stories and having **fun**. The spontaneous, impulsive nature of this type is almost always entertaining. And ESFPs love to entertain -- on stage, at work, and/or at home. Social gatherings are an energy boost to these "people" people.

SPs sometimes think and talk in more of a spider-web approach. Several of my ESFP friends jump from thought to thought in mid-sentence, touching here or there in a manner that's almost incoherent to the listener, but will eventually cover the waterfront by skipping on impulse from one piece of information to another. It's really quite fascinating.

New! ESFPs are attracted to new ideas, new fashions, new gadgets, new _____. Perhaps it's the newness of life that attracts ESFPs to elementary education, especially to preschool and kindergarten.

ESFPs love to talk to people about people. Some of the most colorful storytellers are ESFPs. Their down-to-earth, often homespun wit reflects a mischievous benevolence.

Almost every ESFP loves to talk. Some can be identified by the twenty minute conversation required to ask or answer a simple factual question.

(ESFP stands for Extravert, Sensing, Feeling, Perceiving and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ESFP

Based on Jung's framework of cognitive functions

Extraverted Sensing

The dominant function of ESFPs is concerned with the reality that is perceived through the senses. This type's prime directive is to examine the tangible through taste, touch, sight, feeling and hearing. ESFPs' need for new experiences surely results from this function. Feeling gives focus to the collected information, producing the amiable nature of this type. As perceivers, ESFPs do not linger on moral concerns unless it is in service of a Greater Good and/or a unifying cause.

Introverted Feeling

Feeling, which tends to decision-making in the interest of individual beings, is auxiliary to sensing. As with all introverted functions, feeling for ESFPs has a surreal, cryptic, quintessential nature. It is more often implied than



verbally expressed, more apparent in countenance and deed rather than word or creed. Feeling takes care that playful pokes and pranks do no harm to the victim.

Extraverted Thinking

This tertiary function is at the ready to give definitive answers when the world requires them. It provides a measure of balance to Introverted Feeling, allowing the ESFP some level of boundary and protection from those who would take advantage. When overused or overestimated, however, Thinking becomes a liability. ESFPs do well to seek out confirmation of the soundness of tough-minded decisions.

Introverted iNtuition

This function is least visible. As is the nature of the inferior (fourth) function, ESFP intuition lacks a sense of balance. This type seems most successful in deducing patterns and seeing connections only after a thorough examination of the facts (which process appears quite unorganized and haphazard to non-SPs). Although some ESFPs may develop such abilities, the mastery of logic, analysis and abstraction is usually difficult and wearying, and not very much fun.



ISFP

Introverted Sensing Feeling Perceiving

ISFPs are the first to hear the different drummer. Many eagerly plunge into new fashions, avant garde experiences, 'hip' trends--some even setting the trends.

More in touch with the reality of their senses than their INFP counterparts, ISFPs live in the here and now. Their impulses yearn to be free, and are often loosed when others least expect it. The ISFP who continually represses these impulses feels 'dead inside' and may eventually cut and run. (One ISFP friend has become nonambulatory within the past few years. He will still, on impulse, leave home in the middle of the night and go to Las Vegas or wherever, regardless of the difficulties of his physical condition.)

ISFPs may be quite charming and ingratiating on first acquaintance, flowing with compliments which may (or may not) be deserved. On other occasions, the same individual may be aloof and detached. Some ISFP males are fiercely competitive, especially in sport or table games, and may have great difficulty losing. This competitive nature, also seen in other SP types, sometimes fosters 'lucky,' 'gut' feelings and a willingness to take risks.

Organized education is difficult for the majority of ISFPs, and many drop out before finishing secondary education. Their interest can be held better through experiential learning, at which many excel. ISFPs will practice playing an instrument or honing a favored skill for hours on end, not so much as practice as for the joy of the experience.

Differential diagnosis:

ISFPs are less fantasy-oriented than INFPs. These types are often confused, however, INFPs lean strongly to daydreams, poetry, prose and more philosophical pursuits; ISFPs often live out 'id' experiences rather than writing or even talking about them.

ISFJs are driven by the conventional, by 'should's and 'ought's; ISFPs internalize their Feeling (by nature a judging function) which bursts out spontaneously and leaves as quickly and mysteriously as it came.

Because of these variant expressions of Feeling judgement, ISFPs are sometimes confused with ESFJs, but keep themselves more aloof, more often concealing the feelings that ESFJs are so apt to expose.

ESFPs express thoughts more readily (and, in the main, skillfully). ISFPs can and do perform admirably in the spotlight, but generally have little to say about the performance. For example, few ISFPs would be disc-jockeys, a field strongly represented by ES_Ps.

(ISFP stands for Introvert, Sensing, Feeling, Perceiving and represents individual's preferences in four dimensions characterising personality type, according to Jung's and Briggs Myers' theories of personality type.)

Functional Analysis Of The ISFP



Based on Jung's framework of cognitive functions

Introverted Feeling

Feeling, unbridled by the external forces of society and substance, is the dominant function. ISFPs spontaneously develop their own codes and credos, about which they are quite sober and intense. ISFPs are questors, driven to find the pure and ideal, as personally and individually defined. Feeling may temporarily turn outward, but cannot be long sustained beyond its cloistered home.

If the individual has values greater than herself, feeling may express itself in valiant acts of selflessness. Turned in upon self, however, it becomes an unscrupulous, capricious enigma, capable even of heinous acts of deception and treachery.

Extraverted Sensing

ISFPs keep a finger on the pulse of here and now. They are more adept at doing than considering, at acting than reflecting, at tasting than wondering. As do most SPs, ISFPs keenly sense color, sound, texture, and movement. It is not unusual for ISFPs to excel in sensory, motor, or kinesthetic abilities.

ISFPs cherish their impulses. Some of the most beautiful, graceful, and artistic performances are the result of this drive for physical, sensate expression.

Introverted iNtuition

Tertiary intuition works best in the background of the ISFP's inner world. Perhaps this is the source of the "gut feeling" SPs consult in matters of chance. However "lucky" the ISFP may be, intuition as a means of communication is a poor servant, evidenced in spoonerisms, and non sequiturs and mixed metaphors.

Extraverted Thinking

The ISFP may employ Extraverted Thinking in external situations requiring closure. As is the case with inferior functions, such Thinking behaves in an all or nothing manner. Thus, as with other FP types, the ISFP's Extraverted Thinking is at risk for a lack of context and proportion. In most cases, persons of this type enjoy greater facility operating in the open-ended style of sensing, implying the opinions of feeling values in the indirect fashion characteristic of introverted functions.



ENFP

Extraverted iNtuitive Feeling Perceiving

ENFPs are both "idea"-people and "people"-people, who see everyone and everything as part of a cosmic whole. They want to both help and to be liked and admired by other people, on both an individual and a humanitarian level. This is rarely a problem for the ENFP, as they are outgoing and warm, and genuinely **like** people. Some ENFPs have a great deal of zany charm, which can ingratiate them to more stodgy types in spite of their unconventionality.

ENFPs often have strong, if sometimes surprising, values and viewpoints. They tend to try to use their social skills and contacts to persuade others gently (though enthusiastically) of the rightness of these views; this sometimes results in the ENFP neglecting their nearest and dearest while caught up their efforts to change the world.

ENFPs can be the warmest, kindest, and most sympathetic of mates; affectionate, demonstrative, and spontaneous. Many in relationships with an ENFP literally say, "They light up my life." But there is usually a trade-off: the partner must be willing to deal with the practical and financial aspects of the relationship, and the ENFP must be allowed the freedom to follow their latest path, whatever that entails.

For some ENFPs, relationships can be seriously tested by their short attention spans and emotional needs. They are easily intrigued and distracted by new friends and acquaintances, forgetting their older and more familiar emotional ties for long stretches at a time. And the less mature ENFP may need to feel they're the constant center of attention, to confirm their image of themselves as a wonderful and fascinating person.

In the workplace, ENFPs are pleasant and friendly, and interact in a positive and creative manner with both their co-workers and the public. ENFPs are also a major asset in brainstorming sessions; follow-through on projects can be a problem, however. ENFPs do get distracted, especially if another interesting issue comes along. They also tend towards procrastination, and dislike performing small, uninteresting tasks. ENFPs are most productive when working in a group with a few Js to handle the details and the deadlines.

ENFPs are friendly folks. Most are really enjoyable people. Some of the most soft-hearted people are ENFPs.

ENFPs have what some call a "silly switch." They can be intellectual, serious, all business for a while, but whenever they get the chance, they flip that switch and become CAPTAIN WILDCHILD, the scourge of the swimming pool, ticklers par excellence. Sometimes they may even appear intoxicated when the "switch" is flipped.

One study has shown that ENFPs are significantly overrepresented in psychodrama. Most have a natural propensity for role-playing and acting.

ENFPs like to tell funny stories, especially about their friends. This penchant may be why many are attracted to journalism. I kid one of my ENFP friends that if I want the sixth fleet to know something, I'll just tell him.

ENFPs are global learners. Close enough is satisfactory to the ENFP, which may unnerve more precise thinking types, especially with such things as piano practice ("three quarter notes or four ... what's the difference?") Amazingly, some ENFPs are adept at exacting disciplines such as mathematics.

Friends are what life is about to ENFPs, moreso even than the other NFs. They hold up their end of the relationship, sometimes being victimized by less caring individuals. ENFPs are energized by being around people. Some have real difficulty being alone, especially on a regular basis.



One ENFP colleague, a social worker, had such tremendous interpersonal skills that she put her interviewers at ease during her own job interview. She had the ability to make strangers feel like old friends.

ENFPs sometimes can be blindsided by their secondary Feeling function. Hasty decisions based on deeply felt values may boil over with unpredictable results. More than one ENFP has abruptly quit a job in such a moment.

Functional Analysis Of The ENFP

Based on Jung's framework of cognitive functions

Extraverted iNtuition

The physical world, both *geos* and *kosmos*, is the ENFP's primary source of information. Rather than sensing things as they are, dominant intuition is sensitive to things as they might be. These extraverted intuitives are most adept with patterns and connections. Their natural inclination is toward relationships, especially among people or living things.

Intuition leans heavily on feeling for meaning and focus. Its best patterns reflect the interesting points of people, giving rise to caricatures of manner, speech and expression.

Introverted Feeling

Auxiliary feeling is nonverbally implied more often than it is openly expressed. When expressed, this logic has an aura of romance and purity that may seem out of place in this flawed, imperfect world. In its own defense, feeling judgement frequently and fleetly gives way to humor. ENFPs who publicize their feelings too often may put off some of the crowd of friends they naturally attract.

Extraverted Thinking

Thinking, the process which runs to impersonal conclusions, holds the extraverted tertiary position. Used on an occasional basis, ENFPs may benefit greatly from this ability. Less mature and lacking the polish of higher order functions, Thinking is not well suited to be used as a prominent function. As with other FP types, the ENFP unwary of Thinking's limitations may find themselves most positively mistaken.

Introverted Sensing

Sensing, the least discernible ENFP function, resides in the inner world where reality is reduced to symbols and icons--ideas representing essences of external realities. Under the influence of the ever-present intuition, the ENFP's sensory perceptions are in danger of being replaced by hypothetical data consistent with pattern and paradigm. When it is protected and nourished, introverted sensing provides information about the fixed. From such firm anchoring ENFPs are best equipped to launch into thousands of plausibilities and curiosities yet to be imagined.

Perhaps the combination of introverted Feeling and childlike introverted Sensing is responsible for the silent pull of ENFPs to the wishes of parents, authority figures and friends. Or perhaps it's the predominance of indecisive intuition in combination with the ambiguity of secondary Fi and tertiary Te that induces these kind souls to capitulate even life-affecting decisions. Whatever the dynamic, ENFPs are strongly influenced by the opinions of their friends.

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INFP

Introverted iNtuitive Feeling Perceiving

"I remember the first albatross I ever saw. ... At intervals, it arched forth its vast archangel wings, as if to embrace some holy ark. Wondrous flutterings and throbbings shook it. Though bodily unharmed, it uttered cries, as some king's ghost in super natural distress. Through its inexpressible, strange eyes, methought I peeped to secrets not below the heavens. As Abraham before the angels, I bowed myself..." --(Herman Melville, *Moby Dick*)

INFPs never seem to lose their sense of wonder. One might say they see life through rose-colored glasses. It's as though they live at the edge of a looking-glass world where mundane objects come to life, where flora and fauna take on near-human qualities.

INFP children often exhibit this in a 'Calvin and Hobbes' fashion, switching from reality to fantasy and back again. With few exceptions, it is the NF child who readily develops imaginary playmates (as with Anne of Green Gables's "bookcase girlfriend"--her own reflection) and whose stuffed animals come to life like the Velveteen Rabbit and the Skin Horse:

"...Generally, by the time you are Real, most of your hair has been loved off, and your eyes drop out and you get loose in the joints and very shabby. But these things don't matter at all, because once you are Real you can't be ugly, except to people who don't understand..." (the Skin Horse)

INFPs have the ability to see good in almost anyone or anything. Even for the most unlovable the INFP is wont to have pity.

Rest you, my enemy,
Slain without fault,
Life smacks but tastelessly
Lacking your salt!
Stuck in a bog whence naught
May catapult me,
Come from the grave, long-sought,
Come and insult me!
--(Steven Vincent Benet, *Elegy for an Enemy*)

Their extreme depth of feeling is often hidden, even from themselves, until circumstances evoke an impassioned response:

"I say, Queequeg! Why don't you speak? It's I--Ishmael." But all remained still as before. ... Something must have happened. Apoplexy!

... And running up after me, she caught me as I was again trying to force open the door. ... "Have to burst it open," said I, and was running down the entry a little, for a good start, when the landlady caught me, again vowing I should not break down her premises; but I tore from her, and with a sudden bodily rush dashed myself full against the mark.--
(Melville, *Moby Dick*)



Of course, not all of life is rosy, and INFPs are not exempt from the same disappointments and frustrations common to humanity. As INTPs tend to have a sense of failed competence, INFPs struggle with the issue of their own ethical perfection, e.g., performance of duty for the greater cause. An INFP friend describes the inner conflict as not good versus bad, but on a grand scale, *Good vs. Evil*. Luke Skywalker in *Star Wars* depicts this conflict in his struggle between the two sides of "The Force." Although the dark side must be reckoned with, the INFP believes that good ultimately triumphs.

Some INFPs have a gift for taking technical information and putting it into layman's terms. Brendan Kehoe's *Zen and the Art of the Internet* is one example of this "de-jargoning" talent in action.

Functional Analysis Of The INFP

Based on Jung's framework of cognitive functions

Introverted Feeling

INFPs live primarily in a rich inner world of introverted Feeling. Being inward-turning, the natural attraction is away from world and toward essence and ideal. This introversion of dominant Feeling, receiving its data from extraverted intuition, must be the source of the quixotic nature of these usually gentle beings. Feeling is caught in the approach-avoidance bind between concern both for people and for All Creatures Great and Small, and a psycho-magnetic repulsion from the same. The "object," be it *homo sapiens* or a mere representation of an organism, is valued only to the degree that the object contains some measure of the inner Essence or greater Good. Doing a good deed, for example, may provide intrinsic satisfaction which is only secondary to the greater good of striking a blow against Man's Inhumanity to Mankind.

Extraverted iNtuition

Extraverted intuition faces outward, greeting the world on behalf of Feeling. What the observer usually sees is creativity with implied good will. Intuition spawns this type's philosophical bent and strengthens pattern perception. It combines as auxiliary with introverted Feeling and gives rise to unusual skill in both character development and fluency with language—a sound basis for the development of literary facility. If INTPs aspire to word mechanics, INFPs would be verbal artists.

Introverted Sensing

Sensing is introverted and often invisible. This stealth function in the third position gives INFPs a natural inclination toward absent-mindedness and other-worldliness, however, Feeling's strong people awareness provides a balancing, mitigating effect. This introverted Sensing is somewhat categorical, a subdued version of SJ sensing. In the third position, however, it is easily overridden by the stronger functions.

Extraverted Thinking

The INFP may turn to inferior extraverted Thinking for help in focusing on externals and for closure. INFPs can even masquerade in their ESTJ business suit, but not without expending considerable energy. The inferior, problematic nature of Extraverted Thinking is its lack of context and proportion. Single impersonal facts may loom large or attain higher priority than more salient principles which are all but overlooked.

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This famous personality assessment was developed in the 1950s by two renowned psychologists, based on the psychology of Carl Jung. By completing this questionnaire, you will get a deep insight into your personality and potential as a leader.

Instructions: Below are four sets of questions of two different personality preferences. We all have some of both choices in us, but we tend to lean towards one. On each line, circle the response that describes you **more**—only circle one per line. *Answer as you really are, not as you wish you were.*

E	I
Have high energy	Have quiet energy
Talk more than listen	Listen more than talk
Think out loud	Think quietly inside your heads
Feel "charged" around people	Feel drained around people
Act, then think	Think, then act
Like to be around people a lot	Feel comfortable being alone
Prefer a public role	Prefer to work "behind-the-scenes"
Can sometimes be easily distracted	Have good powers of concentration
Prefer to do lots of things at once	Prefer to focus on one thing at a time
S	N
Focus on details & specifics	Focus on the big picture & possibilities
Admire practical solutions	Admire creative ideas
Remember names	Remember faces
Notice details & remember facts	Notice anything new or different
Are pragmatic - see what is	Are inventive - see what could be
Live in the here-and-now	Think about future implications
Trust actual experience	Trust their gut instincts
Like step-by-step instructions	Like to figure things out for yourself
Work at a steady pace	Work in bursts of energy
T	F
Make decisions objectively	Decide based on your values & feelings
Appreciate research	Appreciate presentation
Appear cool and reserved	Appear warm and friendly
Are most convinced by rational arguments	Are most convinced by how you feel
Are honest and direct	Are diplomatic and tactful
Value honesty and fairness	Value harmony and compassion
Take few things personally	Take many things personally
Are motivated by achievement	Are motivated by appreciation
Argue or debate issues for fun	Avoid arguments and conflicts
J	P
Take responsibilities seriously	Are playful and casual
Pay attention to time & are usually prompt	Are less aware of time and may run late
Prefer to finish projects	Prefer to start projects
Work first, play later	Play first, work later
Tend towards traditional family structure	Tend toward an adopted family of friends
Seek closure	May have difficulty making some decisions
See the need for most rules	Question the need for many rules
Like to make & stick with plans	Like to keep plans flexible
Find comfort in schedules	Want the freedom to be spontaneous

In each space, write the letter of the side you for which you circled the most questions. These four letters are your personality type. Once you have it, ask your facilitator for the results page by telling them the first letter of your personality type (either E or I).

E or I

S or N

T or F

J or P
