

Planner Inspector: ISTJ

How Others May See Them

ISTJ s are sociable when comfortable in the roles they are playing; however, they generally do not share their wealth of rich Sensing observations and memories except with close friends. Others see ISTJ standards and judgments, their desire for structure and schedules, but they may not see their individual, sometimes humorous, private reactions.

Contributions to the Organization (ISTJ)

- ISTJ s get things done steadily and on schedule
- Concentrate on details and are careful about managing them
- Have things at the right place at the right time
- Can be counted on to honor commitments and follow through
- ISTJ s work within organization structure comfortably

Communication Highlights (ISTJ)

- ISTJ s are straightforward, practical, logical and efficient
- Independent, self-sufficient and self-reliant
- Focused on facts, details, and results
- Trust and remember information gained from experience
- ISTJ s depth of knowledge and wealth of specialized information

Career Trends for ISTJs

There are two trends in the top occupations that are most attractive to ISTJ s. One is a strong trend toward engineering, allowing ISTJ s to use objective analysis and problem solving to produce tangible outcomes. The other trend involves an interest in being in a management or supervisory position.

Dealing with Change

ISTJ s are reliable and loyal, logical and organized. They are committed to finishing their work accurately, thoroughly, and on time. Because of these characteristics, others rely on them and they often become the backbone of an organization.

Changes in their environment present a real challenge to ISTJ s because their most effective way of operating comes from their careful accumulation of solid experience.

ISTJ s make up 11.6% of the population

Famous ISTJ Personality Types

- * Andrew Johnson - American President
- * Benjamin Harrison - American President
- * Elizabeth II - Queen of England
- * Evander Holyfield - boxer
- * George H. W. Bush - American President
- * George Washington - American President
- * Harry Truman - American President
- * Herbert Hoover - American President
- * Jack Webb - actor, producer
- * Warren Buffet - investor, businessman

Protector Supporter: ISFJ

How Others May See Them

ISFJ s are unassuming and quiet in their interactions, often putting the needs of others - especially family members - ahead of their own. They are uncomfortable with confrontation and will go a long way to accommodate others, through their respect for traditions and people's feelings can lead them to challenge actions they perceive as hurtful or insensitive. People see their values, their desire for structure and closure, their kindness. What others may not see is the wealth of rich, accurate internal Sensing impressions and memories.

Contributions to the Organization (ISFJ)

- ISFJ s take the practical needs of each person into account
- Use follow-through skills in carrying out organizational goals
- Are patient, even painstaking, and responsible with detail and routine
- Expend efforts willingly to serve others
- ISFJ s have things at the right place at the right time

Communication Highlights (ISFJ)

- ISFJ s unassuming, helpful, sensitive, considerate, and thoughtful
- Collaborative; work behind the scenes to accomplish group goals
- Focused on facts and details; assimilate a wealth of specialized information
- Contribute their share and expect others to be responsible and reliable
- ISFJ s trust information gained from direct and personal experience

Career Trends

There are two main groups in the occupations that are most popular with ISFJ s. The larger group involves jobs in an office and administrative support that require careful attention to relevant details. The other group involves occupations in healthcare, where ISFJ s take on a variety of roles that allow them to provide direct, practical help to others.

Dealing with Change

ISFJ s are dedicated to their group and to the people in it. They work diligently to meet the expectation of others and the requirement of their position. Their focus is on organizing their environment to meet the practical needs of the people with whom they work.

Of all the types, ISFJ s report experiencing the most difficulty with change. Their primary focus is on using their accumulated data, especially about people, as a base of understanding and acting.

ISFJ s make up 13.8% of the population

Famous ISFJ Personality Types

- * Alfred, Lord Tennyson - poet
- * Barbara Bush - American First Lady
- * Jimmy Stewart - actor
- * Kristi Yamaguchi - figure skater
- * Louisa May Alcott - novelist
- * Michael Caine - actor
- * Mother Theresa - missionary nun
- * Queen Mary I - Queen of England
- * Robert E. Lee - Army Officer

Foreseer Developer: INFJ

How Others May See Them

INFJ s readily show compassion and caring for others, but they share their internal intuitions only with those they trust. Because they keep this most valued, important part private, others may find them difficult to know. When they try to communicate their internal sense of "knowing," they often express it metaphorically and with complexity. They especially value authenticity and commitment in relationships.

Contributions to the Organization (INFJ)

- INFJ s provide future-oriented insights directed at serving human needs
- Follow through on commitments
- Work with integrity and consistency
- Use periods of solitude and concentration to come up with creative ideas
- INFJ s organize complex interactions between people and tasks

Communication Highlights (INFJ)

- INFJ s quietly supportive, encouraging, and affirming; seek harmony and connections
- Seek purpose and meaning; align their actions to a humanistic goal
- Link values, ideas, people, and action to make collaborative plan of action
- See human potential and opportunities for growth for self and others
- INFJ provide long-term vision and future-focused, innovative ideas

Career Trends

The occupations that are the most popular with INFJs are found in four main areas: medicine, science, the arts, and education. Furthermore, the popular careers in medicine and science have much in common, as they involve applied science, i.e., using science to understand and help others. The artistic careers allow INFJs to use their usually well-developed Intuition.

Dealing with Change

INFJ s develop complex, creative pictures to understand the present and envision the future. They organize their external lives to support their personal values and focus on recognizing and supporting the needs of others.

Change stimulates INFJs to develop and apply their inner vision of possibilities to create positive benefits for people. They generally need some time to integrate new information into their inner pictures, but they then can contribute to formulating and carrying out plans that embrace the values of the organization and the concerns of others.

INFJ s make up 2.1% of the population

Famous INFJ Personality Types

- * Adam Sandler - actor, comedian
- * Billy Crystal - actor, comedian
- * Fred McMurray - actor
- * Martin Van Buren - American President
- * Mel Gibson - actor, filmmaker
- * Michael Landon - actor
- * Oprah Winfrey - TV show host
- * Robert Burns - poet
- * Tom Selleck - actor

Conceptualizer Director: INTJ

How Others May See Them

INTJ s present a calm, decisive, and assured face to the world, though they may find it difficult to engage in social conversation. They usually don't directly express their most valued and valuable part: their creative insights. Instead, they translate them into logical decisions, opinions, and plans, which they often express clearly. Because of this, other sometimes experience INTJ s as intractable, much to the surprise of the INTJ, who is very willing to change an opinion when new evidence emerges.

Contributions to the Organization (INTJ)

- INTJ s provide theoretical insights and design skills
- Organize ideas into action plans
- Work to remove obstacles to goal attainment
- Have strong ideas of what the organization can be
- INTJ s push everyone to understand the system as a whole with its complex interactions among parts

Communication Highlights (INTJ)

- INTJ s calm, decisive, firm minded, task orientated, and effective as well as efficient
- Future and idea focused; broad systems-thinking approach
- Use and trust logical analysis for mental mapping and planning
- Provided vision; consider innovative possibilities and wide-reaching solutions
- INTJ s independent and self-reliant; initially keep ideas and insights to themselves

Career Trends

There are two major trends in the occupations that appeal to INTJ s. The first involves careers in the sciences. The other trend involves applied science, with occupations in the architecture and engineering group. These careers provide opportunities to logically analyze problems and devise new solutions. the remaining occupations cover a variety of fields but reveal an interest in being a leader in that field.

Dealing with Change

INTJ s have an insightful view of their organization and its environment. They frequently see patterns others do not see and proceed confidently to develop and implement long-range goals.

In change situations, the clarity of their intuitive perception of the future and their confidence in it often puts them in leadership positions. After taking a little time to analyze the situation, grasp the possibilities, and then integrate the change into their perspective, they move quickly to create a global system that will meet the needs of the future.

INTJ s make up 2.1% of the population

Famous INTJ Personality Types

- * Arnold Schwarzenegger - actor, Governor of California
- * C. Everett Koop - former U.S. Surgeon General
- * Calvin Coolidge - American President
- * Donald Rumsfeld - former U.S. Secretary of Defense
- * Dwight D. Eisenhower - American President
- * General Colin Powell - former U.S. Secretary of State
- * Katie Couric - journalist
- * Michael Dukakis - former Governor of Massachusetts
- * Orel Hershiser - baseball player
- * Rudy Giuliani - former New York City mayor
- * Thomas Jefferson - American President

Analyzer Operator: ISTP

How Others May See Them

ISTP s are egalitarian and generally tolerant of a wide range of behaviors - until their ruling logical principles are attacked. At that point, they can surprise others by expressing their firm and clear judgments. ISTP s listen and seem to agree because they are not disagreeing; later others may find the ISTP was analyzing and making internal judgments.

Contributions to the Organization (ISTP)

- ISTP s act as troubleshooters, rising to meet the needs of the occasion
- Functions as walking storehouses of information in areas in which they have an interest
- Figure out practical ways to get things done, overcoming obstacles in the way
- Remain calm during crises and thus having a settling effect on others
- ISTP s add expertise to projects where they have technical skills

Communication Highlights (ISTP)

- ISTP s are somewhat reserved, easygoing, tolerant and informal
- Observant of details and realities; examine and evaluate data using logical analysis
- Flexible, resourceful, and confused on taking the most efficient course of action
- Practical problem solvers desiring high level of freedom and independence
- ISTP s value achieving results with the least effort possible

Career Trends

The main theme running through the most popular occupations for ISTPs involves applying some kind of technical expertise to a practical problem in order to produce something tangible. This is found in fields such as computers, engineering, production, and electronics. ISTPs also show an interest in working outdoors.

Dealing with Change

ISTP s are logical solvers of practical problems. They are keen observers of their immediate environment and act quickly to deal with day-to-day needs.

Change is generally comfortable for ISTP s because they are stimulated by things that need to be fixed. They have the ability to process large amounts of data in a logical way, to flexibly adapt to what is going on around them, and to act decisively. More difficult for them is seeing long-range issues and developing plans to achieve long-term goals because their orientation is to the present and the immediate.

ISTP s make up 5.4% of the population

Famous ISTP Personality Types

- * Alan Shepherd - astronaut
- * Bruce Lee - martial artist, actor
- * Burt Reynolds - actor
- * Charles Bronson - actor
- * Chuck Yeager - U.S. Air Force officer
- * Clint Eastwood - actor and director
- * James Dean - actor
- * Katharine Hepburn - actress
- * Keith Richards - English guitarist/singer
- * Michael Jordan - athlete
- * Robin Cook - British politician
- * Tom Cruise - actor
- * Zachary Taylor - American President

Composer Producer: ISFP

How Others May See Them

ISFP s are adaptable and flexible unless something that matters strongly to them is endangered; then they stop adapting. They care deeply about people but may show it through doing things for others more than through words. ISFP s tend to be quiet and unassuming, and their warmth, enthusiasm, and playful humor may not be apparent to people who don't know them well. They prefer to observe and support rather than organize situations; they have little wish to dominate.

Contributions to the Organization (ISFP)

- ISFP s respond to the needs of each person in the organization as they arise
- Act to ensure others' well-being
- Infuse a particular joy into their work
- Bring people and tasks together by virtue of the cooperative nature
- ISFP s pay attention to how people are treated

Communication Highlights (ISFP)

- ISFP s are quiet, calm, observant listeners who strive to see what people need
- Kind, considerate, and appreciative of the people and things around them
- Take thoughtful, immediate action to help others solve problems
- Non-judgement; attended to an appreciative of individual differences
- ISFP s use common sense and are realistic and practical

Career Trends

Occupations that are most popular with ISFPs are found in a wide variety of fields. Most of the attractive occupations involve some kind of hands on, practical work with a tangible outcome. Another common theme is jobs involving working with people or animals.

Dealing with Change

ISFP s have strong, though seldom expressed, inner values that guide their decisions and actions, and they will give very dedicated service to something they believe in. Their immediate external surroundings are very important to them, and they work to make those congruent with their inner values.

Change situations present a challenge to ISFP s because it is difficult for them to feel comfortable and competent until they have a clear sense of the new environment and are certain it will allow them to work within their own value system.

ISFP s make up 8.8% of the population

Famous ISFP Personality Types

- * Brooke Shields - actress
- * Dan Quayle - American Vice President
- * Doris Day - actress, singer
- * Fred Astaire - actor, dancer
- * Jacqueline Kennedy Onassis - First Lady
- * John Travolta - actor
- * Kevin Costner - actor
- * Liberace - entertainer
- * Marie Antoinette - Archduchess of Austria, Queen of France
- * Millard Fillmore - American President
- * Steven Spielberg - filmmaker
- * Ulysses S. Grant - American President

Harmonizer Clarifier: INFP

How Others May See Them

INFPs find structures and rules confining and prefer to work autonomously. They are adaptable and flexible until something violates their inner values. Then they stop adapting. The resulting expression of value judgments can emerge with an intensity that is surprising to others.

Contributions to the Organization (INFP)

- INFPs communicate and persuade with their ideals
- Draw individuals together around a common purpose
- Work to find matches for people in organizations
- Seek new ideas and possibilities for the organization
- INFPs quietly push an organization to uphold its values

Communication Highlights (INFP)

- INFPs are kind, considerate, encouraging, and helpful; focused on people, ideas, and possibilities
- Flexible, casual, adaptable, creative problem solvers
- Future focused and envision ways to meet people's needs and enhance their potential
- Compassionate and function as peacekeepers; maintain harmony
- INFPs are true to themselves and choose actions on the basis of personal values and priorities

Career Trends

There are two major trends in occupations that appeal to INFPs. One is occupations that allow INFPs to exercise their preferences in the language, visual, and performing arts. The other is that the majority of the most popular occupations involve some kind of service to others, either helping them with physical or emotional problems or teaching.

Dealing with Change

INFPs have clear inner values involving human growth and people through which they process and make decisions about everything. When they are committed to a person, idea, or institution, they can be fiercely loyal.

In change situations, INFPs need some time to process and evaluate, after which they will give their support - if the changes fit with their value system. When this congruence exists, INFPs can be creative and inspiring leaders and colleagues, working with energy and enthusiasm to find solutions and to support others through change.

INFPs make up 4.4% of the population

Famous INFP Personality Types

- * A. A. Milne - author
- * Dick Clark - television personality
- * Donna Reed - actress
- * Fred Rogers - Mister Rogers' Neighborhood
- * Fred Savage - actor
- * George Orwell - author, journalist
- * Isabel Briggs Myers - psychological theorist
- * John F. Kennedy, Jr. - lawyer, journalist, publisher
- * Laura Ingalls Wilder - author
- * Neil Diamond - musician
- * Princess Diana - Princess of Wales
- * Tom Brokaw - television journalist

Designer Theorizer: INTP

How Others May See Them

INTP s are usually quiet and reserved though they can be talkative in areas in which they are especially knowledgeable. Unless their work requires action, they are more interested in the challenge of finding solutions than in putting solutions to practical use. They prefer not to organize people or situations.

Contributions to the Organization (INTP)

- INTP s design logical and complex systems
- Demonstrate expertise in tackling intricate problems
- Add short and long-range intellectual insight
- Apply logic, analysis, and critical thinking to issues
- INTP s concentrate on core issues

Communication Highlights (INTP)

- INTP s are open ended, logically, analytical; focused on exploring possibilities
- Systems thinkers; see and create complex models and frameworks
- Flexible, resourceful and independent; seek freedom of action
- Summarize, integrate, and identify key issues and zero in on root causes of problems
- INTP s conceptualize and initiate long-term strategic solutions and opportunities

Career Trends

There are three trends in the occupations that are most popular with INTP s. First are careers in the arts, with an emphasis on the written word. Second are careers that involve computers, particularly jobs that involve seeing the whole technology picture. Third are careers in the engineering and architecture group.

Dealing with Change

INTP s are creative problem solvers, able to gather a great deal of information, analyze it logically and arrive at clear and concise solutions.

INTP s find change an exciting challenge. They tend to get bored with routine; having a new problem and new information stimulates them to intense mental activity. The structure they develop is likely to be comprehensive and complex, including all the nuances and possibilities.

INTP s make up 3.3% of the population

Famous INTP Personality Types

- * Abraham Lincoln - American President
- * Albert Einstein - German physicist
- * Carl Jung - Swiss psychiatrist
- * Charles Darwin - English naturalist
- * Gerald Ford - American President
- * James Madison - American President
- * John Quincy Adams - American President
- * John Tyler - American President
- * William Harvey - medical doctor
- * William James - American psychologist

Promoter Executor: ESTP

How Others May See Them

ESTP s are strong in the art of living. They love life and immerse themselves in it; others respond to their enthusiasm and good humor. ESTPs are people of action. They usually dislike and avoid theory and written directions. Traditional schools can be difficult for people with these preferences, though ESTP s do well when they see the relevance and are allowed to experiment.

Contributions to the Organization (ESTP)

- ESTP s Negotiate and seek compromise to move things along
- Keep things lively; make things happen
- Take a realistic and direct approach
- Embrace risk in a calculated way
- ESTP s Notice and remember factual information

Communication Highlights (ESTP)

- ESTP s are convincing, objective, direct, straightforward and matter of fact
- Adaptable, resourceful, practical troubleshooters who like to take action
- Negotiate, persuade and maneuver around barriers; take most efficient course of action
- Examine and evaluate data by relating it to past experiences
- ESTP s are active, engaging, challenging, risk taking and competitive

Career Trends

One of the trends in the popular occupations is a desire of ESTP s to work with their hands in jobs that, require careful attention to detail, such as installing, repairing, or operating equipment, and also in carpentry. Various positions in the military also appeal to ESTP s, as does outdoor work where they can put their skills to practical use.

Dealing with Change

ESTP s focus on their immediate environment and are acute observers of what is going on around them. They are stimulated by variety and activity, and they love doing things with people.

Change is exciting and challenging to ESTPs, who are practical problem solvers. What is uninteresting to them is theories, long-rang plans, tight structures, and careful time lines. ESTPs are resourceful troubleshooters when dealing with realistic problems, and they learn best by plunging in and interacting with their environment.

ESTP s make up 5.4% of the population

Famous ESTP Personality Types

- * Bruce Willis - actor
- * Donald Trump - businessman, TV personality
- * Jack Nicholson - actor
- * James Buchanan - American President
- * Joan Cusack - actress, comedian
- * Lucille Ball - actress
- * Madonna - singer
- * Michael J. Fox - actor
- * Roy Rogers - singer, actor

Motivator Presenter: ESFP

How Others May See Them

ESFPs get a lot of fun out of life and are fun to be with; their exuberance and enthusiasm draw others to them. They are flexible, adaptable, congenial, and easy going. They seldom plan ahead, trusting their ability to respond in the moment and deal effectively with whatever presents itself. They hate structure and routine and will generally find ways to get around them.

Contributions to the Organization (ESFP)

- ESFPs bring energy, enthusiasm, and a spirit of cooperation
- Present a positive image of the organization
- Offer action, excitement, and fun
- Link people, information, and resources
- ESFPs accept and deal with others as they are, even treating them generously

Communication Highlights (ESFP)

- ESFPs are friendly, outgoing, tactful, positive, energetic, collaborative and dynamic; kind, considerate, and quick to offer assistance to others.
- Observant, in tune with people's needs and feelings; able to develop rapport
- Thoughtful and realistic troubleshooters who take action to help people
- ESFPs are able to live in and experience the moment with a lighthearted, optimistic attitude

Career Trends

The clear trend in occupations that are popular with ESFPs involves careers that allow them to be of practical service or help to others. These include careers in healthcare, food preparation, childcare and personal service. Sales positions also allow them to work with others. Another group of occupations that appeal to ESFPs involves outdoor work.

Dealing with Change

ESFPs live life and people. They are energetic and active, and they enjoy working with others. They notice and are stimulated to activity in their environment and seek new experiences.

Change is interesting to ESFPs because they are excited by variety and meeting new people. They dislike having everything structured and scheduled, so they tend to take in stride the muddle inherent in the change process. They especially enjoy including people and energizing groups to action.

ESFPs make up 8.8% of the population

Famous ESFP Personality Types

- * Arsenio Hall - comedian
- * Bill Clinton - American President, politician
- * Bob Hope - actor
- * Elizabeth Taylor - actress
- * Elvis Presley - singer/musician, actor
- * Eva Gabor - actress
- * Kathy Lee Gifford - actress, singer
- * Kyle Petty - NASCAR driver
- * Marilyn Monroe - actor, singer, model
- * Mary Lou Retton - gymnast
- * Ronald Reagan - American President, actor
- * Willard Scott - media personality

Discoverer Advocate: ENFP

How Others May See Them

ENFP s are usually lively, gregarious, and sociable, with a large circle of friends. They are interested in almost everything and bring a zest of life that draws others to them. At the same time, they value depth and authenticity in their close relationships and direct great energy to creating and supporting open and honest communication.

Contributions to the Organization (ENFP)

- ENFP s see the need for and initiate change
- Focus on possibilities, especially for people
- Energize and persuade others through their contagious enthusiasm
- Add creativity and imagination to projects and actions
- ENFP s appreciate and acknowledge others

Communication Highlights (ENFP)

- ENFP s are outgoing, optimistic, caring, genuine, and compassionate
- Energetically and enthusiastically encourage and persuade others
- Identify opportunities to develop human potential and improve people's situations
- Champion changes that provide possibilities and improve processes for people
- ENFP s help people find niches, develop strengths, and compensate for weaknesses

Career Trends

There are two major trends in the occupations that are most popular with ENFP s. Most of the popular occupations involve working with people by providing counseling, personal or spiritual services, or teaching, or by helping them feel or look better. The other group of occupations is in the arts; ENFPs like a variety of roles in this area. There is also interest in occupations that involve taking care of the environment.

Dealing with Change

ENFP s are energetic, creative and warm. They are stimulated by new people and new ideas, are attuned to others, and especially enjoy helping people achieve their potential.

ENFP s tend to be excited by change. They are quick to seize the change to try new things and create new opportunities for people. Their enthusiasm energizes others, which means they often are catalysts. They like to jump into an activity, trusting their resourcefulness to deal with problems as they arise.

ENFP s make up 8.1% of the population

Famous ENFP Personality Types

- * Alicia Silverstone - actress
- * Bill Cosby - actor, comedian, activist
- * Carol Burnett - comedian
- * Dave Thomas - businessman
- * Lewis Grizzard - humorist
- * Paul Harvey - radio broadcaster
- * Phil Donahue - TV personality
- * Robin Williams - actor
- * Sandra Bullock - actress
- * Will Rogers - Comedian

Explorer Inventor: ENTP

How Others May See Them

ENTP s are spontaneous and adaptable. They find schedules and standard operating procedures confining and work around them whenever possible. They are remarkably insightful about the attitudes of others, and their enthusiasm and energy can mobilize people to support their vision.

Contributions to the Organization (ENTP)

- ENTP s view limitations as challenges to be overcome
- Provided new ways to do things
- Bring a conceptual framework to problems
- Take initiative and spur others on
- ENTP s enjoy complex challenges that address future needs

Communication Highlights (ENTP)

- ENTP s persuasive and convincing when championing ideas
- Future focused, change oriented system thinkers; create new models and ideas
- Quick to see problems as opportunities, explore links, and integrate ideas
- Use logical analysis to zero in on root causes of complex problems
- ENTP s champion change and initiate actions with great energy and excitement

Career Trends

What stands out about ENTP s is the breadth of career fields covered by their most popular occupations. One set of popular occupations involves dealing with things or ideas, such as in architecture, engineering, or science. The other involves working with people and includes positions in business, healthcare, and education as an executive or manager. The variety indicates that the content of the job may not be as important as the opportunity to continually take on new challenges.

Dealing with Change

ENTP s are creative, stimulating, and flexible. They are excited by ideas, theories, people, and situations. They use logic and reasoning in their decision making, but their greatest gifts lie in generating innovative solutions to problems.

Because of this, ENTP s find changing situations stimulating. They respond quickly, and, as far as they are concerned, no idea is too crazy to try out. They read their environment and the people in it well and enjoy interacting with others; this, added to their enthusiasm and creative ideas, can energize a group.

ENTP s make up 3.2% of the population

Famous ENTP Personality Types

- * Alexander the Great - king, military commander
- * Celine Dion - singer
- * George Carlin - comedian, actor, author
- * James A. Garfield - American President
- * John Adams - American President
- * Julia Child - chef, author, TV personality
- * Richard Feynman - physicist
- * Rutherford B. Hayes - American President
- * Thomas Edison - inventor
- * Tom Hanks - actor
- * Walt Disney - filmmaker, entrepreneur

Implementor Supervisor: ESTJ

How Others May See Them

Because they naturally devise systems, procedures, and schedules, others rely on ESTJ s to take charge and get things done. Others may also find them overpowering at times because ESTJ s are so certain about how things should be. Because they are clear and straightforward in their communication, people seldom have to wonder where they stand.

Contributions to the Organization (ESTJ)

- ESTJ s see, point out, and correct flaw in advance
- Critique programs in a logical, objective way
- Organize the process, product, and people to achieve goals
- Monitor to determine that the tasks are done correctly
- ESTJ s follow through in a step-by-step way

Communication Highlights (ESTJ)

- ESTJ s are matter-of-fact, results-oriented, and focused on completing the task at hand
- Take control of projects; procure, manage, organize, and coordinate resources
- Keep things on track and according to plan; get the work done efficiently
- Seek or create structure; clear rules, procedures, standards and expectations
- ESTJ s are observant and pay attention to accuracy and details

Career Trends

Occupations that appeal to ESTJ s cover a wide variety of fields, including technical fields, production, agriculture, and business. A common theme, regardless of the particular field, is that they are attracted to positions of authority such as executives, managers, and supervisors, and, in the field of law, as judges, where they can make logical decisions based on fact.

Dealing with Change

ESTJ s are logical, orderly and decisive. They readily create or support structures, schedules and systems to achieve the tasks required of them and will, if allowed, do the same for others.

Changing environments stimulate ESTJ s to create a new order and system. They strongly dislike inefficiency and waste, and they will focus on organizing people and other resources as quickly as possible. They are good at including necessary details and at dealing with practical and realistic problems. ESTJ s are orientated toward quick action and bottom-line results.

ESTJ s make up 8.7% of the population

Famous ESTJ Personality Types

- * Andrew Jackson - American President
- * Carrie Nation - advocate
- * George W. Bush - American President
- * Grover Cleveland - American President
- * James Monroe - American President
- * John D. Rockefeller - industrialist, philanthropist
- * Lyndon B. Johnson - American President
- * Rev. Billy Graham - evangelist, writer
- * Robert A. Taft - Governor of Ohio
- * Sam Walton - founder of Wal-Mart
- * William Henry Harrison - American President

Facilitator Caretaker: ESFJ

How Others May See Them

ESFJ s are energized by interaction with others and genuinely interested in others' lives and concerns. They feel most comfortable in structured situations and enjoy creating order, structure and schedules. They prefer to do things the traditional and accepted way.

Contributions to the Organization (ESFJ)

- ESFJ s bring a service orientation and attitude
- Pay close attention to each person's needs desiring to please
- Complete tasks in a timely and accurate way
- Respect rules and authority
- ESFJ s handle day-to-day operations efficiently

Communication Highlights (ESFJ)

- ESFJ s are personal, outgoing, warm, friendly, helpful, caring and sensitive
- Steady, persistent, responsible, dependable and conscientious
- Easily relate to and connect with people; seek harmony and make accommodations
- ESFJ s provide for the immediate needs of others in a practical and direct way

Career Trends

The clear trend in occupations that are popular with ESFJs involves careers that allow them to help others. These include teaching, childcare, healthcare, human resources, religious activities, and personal service. ESFJ s also find appealing jobs as technicians in various fields that require attention to detail.

Dealing with Change

ESFJ s are outgoing and warm. They notice and care about what is happening to those around them, and they are particularly good at finding practical ways to improve the environment for themselves and others.

ESFJ s react to required change with mixed feelings. They are loyal team players and want to support their leadership. At the same time, they value harmony, want continuity, and care about others' feelings. They also prefer a clear, organized, structured environment and can feel off-balance in a situation where their responsibilities are not clear and people are upset.

ESFJ s make up 12.3% of the population

Famous ESFJ Personality Types

- * Danny Glover - actor
- * Desi Arnaz - actor, comedian, musician
- * Dixie Carter - actress
- * Jack Benny - comedian, actor
- * John Connally - politician
- * Mary Tyler Moore - actress, comedian
- * Nancy Kerrigan - Olympic figure skater
- * Sally Field - actress
- * Steve Spurrier - football player
- * Terry Bradshaw - football player
- * William McKinley - American President

Envisioner Mentor: ENFJ

How Others May See Them

ENFJ s are energetic, enthusiastic, and very aware of others. Their genuine interest can usually draw out and involve even the most reserved person. They listen to and support others, but also have a very definite values and opinions of their own, which they will express clearly. ENFJs are energized by people and are socially adept; however, they also have a strong need for authentic, intimate relationships.

Contributions to the Organization (ENFJ)

- ENFJs bring strong ideals of how organizations should treat people
- Enjoy leading and facilitating teams
- Encourage cooperation
- Communicate organizational values
- ENFJs like to bring matters to fruitful conclusions

Communication Highlights (ENFJ)

- ENFJ s are warm, compassionate, enthusiastic, insightful, and encouraging
- Imagine new options and possibilities for helping people realize and reach their potential
- Combine vision, strategic planning, task orientation, and a focus on others' needs
- Responsibly organize and coordinate resources toward a goal
- ENFJ s ensure that the means justify the end in terms of employee motivation and morale

Career Trends

There are two major trends in the occupations that appeal to ENFJ s. Most of the popular occupations involve working directly with people as a helper, counselor, teacher, or administrator. The next largest group of occupations is found in the arts. There are also some occupations in business that appeal to ENFJ s, all of which also involve working closely with people.

Dealing with Change

ENFJ s are warm and outgoing, including others and facilitation interactions. They are perceptive about people and their great strength is seeing and supporting the positive potential in others.

Change is exciting to ENFJ s. They readily find possibilities in new situations. Their understanding of others and their enthusiasm can make them inspiring leaders and catalysts. They are fiercely loyal to those whose values and commitment they respect. Change can also present difficulties for ENFJ s, however.

ENFJ s make up 8.1% of the population

Famous ENFJ Personality Types

- * Andy Griffith - actor
- * Ben Affleck - actor
- * Ben Stiller - actor, comedian
- * Bob Saget - actor
- * Dr. Martin Luther King, Jr. - minister, civil rights activist
- * Elizabeth Dole - senator
- * Francois Mitterand - French President
- * Mikhail Gorbachev - last leader of Soviet Union
- * Ralph Nader - attorney, political activist
- * Ross Perot - businessman
- * Tommy Lee Jones - actor
- * William Cullen Bryant - poet

Strategist Mobilizer: ENTJ

How Others May See Them

ENTJ s love, and are energized by stimulating interactions with people. They often challenge people's statements and behaviors, expecting that others will defend them and that, as a result, mutual learning will take place. ENTJ s admire and seek out people who are knowledgeable and who stand up to them, say what they think and argue persuasively.

Contributions to the Organization (ENTJ)

- ENTJ s develop well-thought-out plans
- Provide structure to the organization
- Design strategies that work toward broad goals
- Take charge quickly and do what it takes
- ENTJ s deal directly with problems caused by confusion and inefficiency

Communication Highlights (ENTJ)

- ENTJ s challenging, independent, decisive problem solvers who prefer to be in control of their situation
- Logically and efficiently organize, redesign, or streamline systems and processes
- Take an objective, visionary, long-term and strategic approach
- Energetically take initiative to realize their goals; lead and expect others to follow
- ENTJ s integrate and synthesize information; simultaneously manage complex projects

Career Trends

The major occupational trend for ENTJ s is their attraction to positions where they can be in charge: as executives, managers, supervisors, officers, or directors. It is very important for ENTJ s to be in positions where they can run things, almost regardless of the other tasks involved. The other two groups of occupations that appeal to ENTJ s are in the sciences and in medicine.

Dealing with Change

ENTJ s are logical and decisive. They love to analyze systems and devise better ways to achieve goals.

ENTJ s respond energetically to the need for change. They will quickly analyze what is going on and what needs to be done to achieve goals. They then act forcefully to implement their ideas. They readily design systems and feel comfortable once they've developed a clear plan.

ENTJ s make up 1.8% of the population

Famous ENTJ Personality Types

- * Benny Goodman - Jazz musician
- * Bill Gates - Microsoft Founder
- * Dave Letterman - TV show host, comedian
- * Franklin D. Roosevelt - American President
- * Harrison Ford - actor
- * Margaret Thatcher - British Prime Minister
- * Newt Gingrich - Speaker of the House
- * Richard Nixon - American President
- * Steve Martin - actor, comedian
- * Whoopi Goldberg - actress, comedian