

How to Decode Your Work Personality

How and Why Pros Use the MBTI Tool

The MBTI is a personality diagnosis based on the work of Carl Jung, and leading businesspeople use it to understand how they and the people around them prefer to work and collaborate. Particularly, you can use it to identify generally how certain people (including yourself) like to approach work situations. This system not about “measuring” anyone—it is just designed to sort professional personality types.

In order to figure out your personality type, watch Eazl’s videos on this topic.

The ISTJ Personality

These people tend to be quiet and serious. They earn success by thoroughness and dependability. They tend to be practical, matter-of-fact, realistic, responsible and organized.

- Group work preferences: They are likely to work well in “control” cultures that win with well-organized processes. Specifically, they like being praised for their hard work and reliability, they like learning with “step by step” teaching, and they are great compliments to people who need a very “practical” presence or need help staying on a schedule.
- Working in a hierarchy: When they’re leaders, they like to direct people and so, can be someone tyrannical and when they’re being led, they like to know the history and purpose of a mission and they like to have supporting documentation like schedules, etc.
- Weakness: This person will likely have a hard time understanding the applicability of really “abstract” ideas or metaphors in a work situation, so long-range planning and really “soft” or situations that require extreme “macro-level” thinking might not be great for this person.

The ISFJ Personality

These people tend to be quiet, friendly, considerate, responsible, and pretty steady in meeting their obligations. They also tend to be especially thorough and accurate in their work and strive to create an orderly and harmonious environment at work and at home.

- Group work preferences: They are likely to work well in “control” cultures that win with well-organized processes. They also like being praised for their hard work and reliability and tend to learn well with “step by step” methodologies. They are great compliments to people who need a very practical presence or need help staying on a schedule.
- Working in a hierarchy: When they’re leaders, they like to direct people and so, can be someone tyrannical and when they’re being led, they like to know the history and purpose of a mission and they like to have supporting documentation like schedules, etc.
- Weakness: This person might be weak at things like scenario planning and things that use data to support multiple possible future outcomes, because these people prefer to “feel” the future.

The ISTP Personality

These people are tolerant and flexible, and tend to be quiet observers until a problem appears. When something does come up, they tend to act quickly to find workable solutions. They tend to excel at using data, research, and logic to get to the “core” of practical problems.

- Group work preferences: They are likely to work best in “cultivation” cultures where learning and training is a priority. They often put a lot of emphasis on acquiring the space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to be relatively flexible, experimental, and even rebellious. So, if I’m looking for someone to join a sort of “experimental” or “rogue” team, this person might be a good choice. They’ll also be great at thinking “on the spot,” so they’d be good on crisis teams or on last-minute projects that require innovative solutions. They’ll work really well with an especially “grounded” person or team that needs some creativity.
- Working in a hierarchy: As leaders, these people tend to be great planners, they tend to be innovative, and they might have challenges “rallying the troops” because that’s not their specialty. When they’re being managed, these people need help focusing. Also, they need to feel like they contributed to the “structure” or “design” of a change, so they really like to be included in that segment of an initiative.

- Weakness: Watch out for this person when giving feedback. They might interpret feedback as a criticism of their competence.

The ISFP Personality

These people tend to be quiet, friendly, sensitive, and to enjoy engrossing themselves in the moment. They like to have their own space and to work within their own time frame. Generally speaking, they also dislike disagreements and conflicts and do not like to force their opinions or values on others.

- Group work preferences: They are likely to work best in “cultivation” cultures where learning and training is a priority. They often put a lot of emphasis on acquiring the space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to be relatively flexible, experimental, and even rebellious. So, if I’m looking for someone to join a sort of “experimental” or “rogue” team, this person might be a good choice. They’ll also be great at thinking “on the spot,” so they’d be good on crisis teams or on last-minute projects that require innovative solutions. They’ll work really well with an especially “grounded” person or team that needs some creativity.
- Working in a hierarchy: These people tend to be relatively passive professionals and tend to avoid leadership roles more than other personality types. When they’re being managed, these people need to be motivated by the mission—to connect their work with meaning.
- Weakness: This person might need help in social situations. They’re likely to feel like social expectations and norms are a waste of time, and so, can create socially challenging situations.

The ESTP Personality

These people tend to be flexible and tolerant, and to take a pragmatic approach that focuses on immediate results. Typically, theories and conceptual explanations bore them—they prefer to act energetically to solve the problem and to “learn through doing.”

- Group work preferences: They are likely to work best in “cultivation” cultures where learning and training is a priority. They often put a lot of emphasis on acquiring the space to explore a problem so that they can look at it in a new way. Specifically, this person is

likely to be relatively flexible, experimental, and even rebellious. So, if I'm looking for someone to join a sort of "experimental" or "rogue" team, this person might be a good choice. They'll also be great at thinking "on the spot," so they'd be good on crisis teams or on last-minute projects that require innovative solutions. They'll work really well with an especially "grounded" person or team that needs some creativity.

- Working in a hierarchy: These people tend to be very entrepreneurial, so as leaders they're generally both pragmatic and capable of handling risk. They are nonconformists by nature, so as employees they tend to resist structure and to place importance on mastering new skills. Sometimes, they prefer to move from job to job rather quickly.
- Weakness: These people might not be best at research that takes a long time or at working with "novel" or "conceptual" workplace practices. They like practical assignments and the experience of seeing results quickly.

The ESFP Personality

These people tend to be outgoing, accepting, and to enjoy making things happen. They bring common sense to the workplace and approach their work with emphasis on being realistic. They tend to learn best by piloting new ideas in groups of people.

- Group work preferences: They are likely to work best in "cultivation" cultures where learning and training is a priority. They often put a lot of emphasis on acquiring the space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to be relatively flexible, experimental, and even rebellious. So, if I'm looking for someone to join a sort of "experimental" or "rogue" team, this person might be a good choice. They'll also be great at thinking "on the spot," so they'd be good on crisis teams or on last-minute projects that require innovative solutions. They'll work really well with an especially "grounded" person or team that needs some creativity.
- Working in a hierarchy: As leaders, the ESFP has a unique ability to keep cool under pressure and will be able to manage complexity and simultaneous projects well. As employees, they need to be managed in a way that keeps them focused because sometimes they tend to wander. Also, they particularly enjoy being involved in "structuring" an initiative or strategy.

- Weakness: These people might get bored with highly “conceptual” tasks or with work that isolates them—especially if the work is not for a practical business application.

The ESTJ Personality

These people tend to be decisive, matter-of-fact, efficient, and organized. They'll do well in environments that have routines, processes, systems, and logical standards of operation.

- Group work preferences: They are likely to work well in “control” cultures that win with well-organized processes. They also like being praised for their hard work and reliability and tend to learn well with “step by step” methodologies.
- Working in a hierarchy: When they're leaders, they like to direct people and so, can be someone tyrannical and when they're being led, they like to know the history and purpose of a mission and they like to have supporting documentation like schedules, etc.
- Weaknesses: These people might need to shore up their networking skills and maximizing the utility of relationships with other professionals.

The ESFJ Personality

These people tend to be kind, cooperative, helpful, and to value follow through—even with relatively small work issues. They also want to be in a supportive environment where people will show them appreciation for their work.

- Group work preferences: They are likely to work well in “control” cultures that win with well-organized processes. They also like being praised for their hard work and reliability and tend to learn well with “step by step” methodologies.
- Working in a hierarchy: When they're leaders, they like to direct people and so, can be someone tyrannical and when they're being led, they like to know the history and purpose of a mission and they like to have supporting documentation like schedules, etc.
- Weakness: This person might have a challenging time communicating technical ideas with precision and generally would prefer to avoid projects that avoid an isolated working environment or one that requires extreme attention to detail.

The INFJ Personality

These people tend to seek continuous meaning and connection and want to understand what motivates the people around them. They also tend to be values-driven individuals who have a clear vision about how the common good should be served.

- **Group work preferences:** They are likely to work well in “collaboration” cultures where they’ll find themselves often working on teams and engaging with people in different functions. They will also tend to focus on cultivating the common good of the company and for the world. They tend to be great communicators, so client-facing roles are good for them.
- **Working in a hierarchy:** As leaders, they work best in situations when they can help others grow and will struggle in situations that involve relatively tense interpersonal conflict. As employees, they are likely to seek discussions with their superiors often, they are likely to be very generous with their time, and will respond well to praise about their contribution to the group and regarding their character.
- **Weaknesses:** This person may have a hard time thinking on their feet and they also may have a problem working quickly when efficiency needs to take priority over equality.

The INTJ Personality

They tend to have unique ideas and a drive to achieve their goals. Generally speaking, they’ll excel in situations that require pattern recognition and long-range planning. They also tend to be skeptical, independent, and to hold high standards for themselves and others.

- **Group work preferences:** They are likely to work best in “competence” cultures that place an emphasis on performance and work product. They’re also likely to enjoy designing systems and workflows and to embrace intellectual challenges. They embrace research, strategy, and communicating in a very frank manner.
- **Working in a hierarchy:** As leaders, they put an emphasis on strength and competence. As employee they prefer to be assigned projects that require their specific skill set and would do well matched with someone who is organized and practical.
- **Weaknesses:** This person might have a hard time working in rapidly-changing environments because quick strategic shifts can cause them to be ineffective.

The INFP Personality

These people tend to be curious, values-driven, and responsive. They also tend to be personable and to work well with people unless a particular value is threatened. Generally, it is especially helpful for these people to understand the greater meaning behind their work.

- Group work preferences: They are likely to work well in “collaboration” cultures where they’ll find themselves often working on teams and engaging with people in different functions. They will also tend to focus on cultivating the common good of the company and for the world. They tend to be great communicators, so client-facing roles are good for them.
- Working in a hierarchy: These people tend to be both driven and compassionate as leaders. They are especially good at attending to values, culture, and ethics in a business environment. As employees, they will generally accept any challenge thrown at them provided they understand the mission and the meaning behind the work.
- Weakness: This person might find it challenging to pay attention to details like schedules, rigid processes, and systems.

The INTJ Personality

These people are generally attracted to ideas, theories, and intellectual exploration. They prefer work environments that are relatively tranquil and don’t force too much social interaction. They also tend to be very analytical and to apply their minds to deep and challenging intellectual pursuits.

- Group work preferences: They are likely to work best in “competence” cultures that place an emphasis on performance, quality of thought, and outcomes. They’re also likely to enjoy designing systems and workflows and to embrace intellectual challenges. They embrace research, strategy, and communicating in a very frank manner.
- Working in a hierarchy: As leaders, they put an emphasis on strength and competence. As employee they prefer to be assigned projects that require their specific skill set and would do well matched with someone who is organized and practical.

- Weakness: Look for these people to emotionally shut down during stressful times. They might need to be reminded that everything will be okay when things get a bit crazy.

The ENFP Personality

These people tend to be enthusiastic, imaginative, confident, and to enjoy taking quick action on an emerging idea. They also enjoy environments that offer them affirmation and support.

- Group work preferences: This person will tend to work best in cultures where the mission is put front and center and they feel like they are doing something that contributes to the “greater good.” They are good in client-facing roles and sometimes will step forward to advocate on behalf of a particular group who they feel isn’t being treated fairly.
- Working in hierarchies: As leaders, one of the strengths that these people can bring to the table is the ability to motivate and empower others. They tend to avoid micromanaging and will give employees the latitude to succeed. As employees, they are likely to seek discussions with their superiors often, to be very generous with their time, and to respond well to praise about their contributions to the group.
- Weakness: This person tends to underinvest in planning and to avoid looking to the past for lessons about the future. So, with cultures that are especially traditional or have very rigid, historical methods, this person might find challenges.

The ENTP Personality

These people tend to be quick, intelligent, stimulating, resourceful, and outspoken. They are great at brainstorming and then analyzing these ideas strategically. They’re also good at reading people and changing strategies quickly, but they get bored with routine.

- Group work preferences: They are likely to work best in “competence” cultures that place an emphasis on performance, quality of thought, and outcomes. They’re also likely to enjoy designing systems and workflows and to embrace intellectual challenges. They embrace research, strategy, and communicating in a very frank manner.

- Working in a hierarchy: As leaders, these people tend to be the “idea people” and will work to excite others around innovations. They are also excellent at spotting opportunities in the marketplace and tend to be natural entrepreneurs. As an employee they prefer to be assigned projects that require their specific skill set and would do well matched with someone who is organized and practical.
- Weaknesses: This person’s behavior might appear to be scattered to their teammates, because they like to “be in the moment.” They might need help focusing.

The ENFJ Personality

These people are warm, responsive, and love to find the potential in the people around them. They excel in group settings when they can catalyze growth and action.

- Group work preferences: They are likely to work well in “collaboration” cultures where they’ll find themselves often working on teams and engaging with people in different functions. They will also tend to focus on cultivating the common good of the company and for the world. They tend to be great communicators, so client-facing roles are good for them.
- Working in a hierarchy: As leaders, these people are exceptionally good at meeting deadlines and “hitting the numbers” and are very promotable within organizations. As employees, they will generally accept any challenge thrown at them provided they understand the mission and the meaning behind the work and they are also likely to seek to communicate often with their superiors.
- Weakness: This person might have problems being in roles that require extreme attention to detail or one that some people might find isolating. They enjoy being around people.

The ENTJ Personality

These people tend to be frank and decisive. Generally, they’ll be great at spotting illogical and inefficient procedures and to replace them with intelligent systems. They enjoy long-term planning and goal setting and will usually be well-informed about their profession.

- Group work preferences: They are likely to work best in “competence” cultures that place an emphasis on performance, quality of thought, and outcomes. They’re also likely to enjoy designing systems and workflows and to embrace intellectual challenges. They embrace research, strategy, and communicating in a very frank manner.
- Working in hierarchies: Perhaps more than any other personality type, these people tend to assume leadership roles. They tend to be great planners and can be somewhat aggressive about implementing their ideas. As employees, they are especially talented at solving problems and handling complexity. They also tend to handle situations that involve angering someone in order to achieve an objective better than some other personality types.
- Weakness: These people might make decisions too quickly, and they also might fail to consider the feelings of others. Also, they might overlook important details that could stop a plan that they have from materializing.