

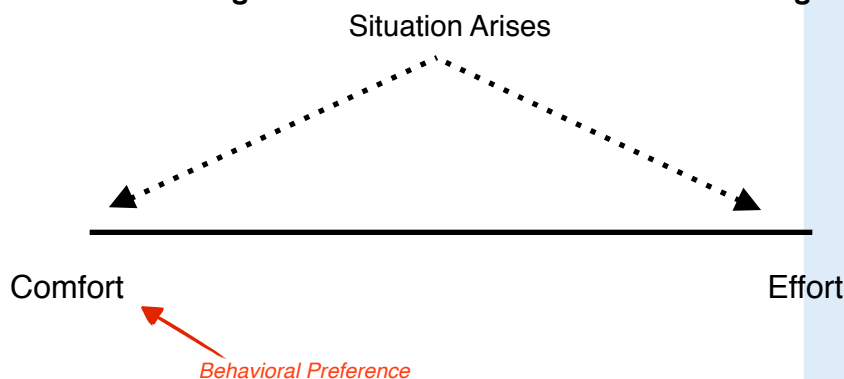
Personality Types and the MBTI Method

Use the MBTI To Understand Personality Types

This tool is a personality diagnosis based on the work of Carl Jung. It is a way for you to understand your “preferred” personality and the personalities of others. A few notes: (1) It’s not perfect and it is still very useful (2) It’s not meant to “measure” anyone—only to sort personality types (3) It can also be used to describe the “personality types” of groups, companies, or even entire cultures.

Based on 4 Dichotomous Behavioral Preferences

Let’s say some work situation comes up. A person’s “preference” is the “comfortable” way for them to react to it. Here is a way to visualize preferences:



These are the four preference types:

Extraversion (E)	How do they get their energy?	Introversion (I)
Sensing (S)	How does this person gather information?	Intuition (N)
Thinking (T)	How do they make hard decisions involving people?	Feeling (F)
Judging (J)	How do they approach an unknown situation?	Perceiving (P)

The Strengths and Weaknesses of Personality Types

- Extraverts (E) and Introverts (I)
 - Extraverts get energy from the outside world and process ideas externally. To an introvert, they can appear superficial or too aggressive. Extraverts often need to focus their efforts on listening and giving introverts space.
 - Introverts get energy from solitude and privacy. The outside world consumes their energy. To an extravert, they often seem withdrawn and apathetic. Introverts need to place their efforts on being forthcoming with their ideas and to be clear that they care.
- Sensing (S) and Intuition (I)
 - Sensing people like to receive data, to use their five senses, and often like proven methods for solving problems. To an intuitive person, they often appear materialistic and simple.
 - Intuitive people pay attention to associations. They like to look at the “whole picture” and usually place value on imagination and innovation. To a sensing person, they often seem inconsistent and scattered.
- Thinking (T) and Feeling (F)
 - Thinkers will look for impartial ways of approaching situations. They like to act like they were just observers, apart from the situation. Thinkers have to watch out for appearing cold and condescending to feelers.
 - Feelers often base their decisions on personal values and observations of others. Feelers can appear vague and overly sensitive to a thinker.
- Judgers (J) and Perceivers (P)
 - Judgers are people who like to make lists, goals, and “life rules.” They respect deadlines and generally meet them easily because they plan. Judgers need to be careful that they don’t seem overly rigid to perceivers.
 - Perceivers like living with less structure and responding to opportunities. Perceivers enjoy “allowing things to happen” and might seem to be “irresponsible” to a judger.

Questions Used to Determine Personality Preferences

- Introvert (I) vs. Extravert (E): Do you think before you say something? How do you “recharge your batteries?” Do you process by reflecting or by talking?
- Sensing (S) vs. Intuition (N): Show them a picture and ask the person to describe it. An “S” will usually describe what they see specifically and an “N” will associate with it (for example, they might say “it makes me feel sad”).
- Thinking (T) vs. Feeling (F): Describe a work situation when they would have to make a decision that impacts a group of people. Ask how they’d approach the situation. A “T” will usually refer to external criteria and focus on fairness or and an “F” will talk about the human implications of the decision.
- Judging (J) vs. Perceiving (P): Ask them how they like to travel. A “J” will usually plan ahead of time and a “P” will usually want to land, explore, and see what happens.

How Different Combinations Tend to Behave

Refer to the following list to find guidance regarding how different personalities prefer to interact and work.

- **ISTJ** (Dominant Introverted Sensing with Extraverted Thinking)
 - Summary: Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized their work, their home, their life. Value traditions and loyalty.
 - Group work preferences: They are likely to work well in control cultures. As an SJ group worker, this person will likely be very “service-oriented”: reliable, traditional in their methodology, stable, and productive. In groups, specifically...
 - ...they like being praised for their hard work and reliability
 - ...they like learning with “step by step” teaching

- ...they are great compliments to people who need help “following through,” need a very practical presence, or need help staying on a schedule.
- ...when they’re leaders, they like to direct people and so, can be someone tyrannical.
- ...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.
- **ISFJ** (Dominant Introverted Sensing with Extraverted Feeling)
 - Summary: Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. 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. As an SJ group worker, this person will likely be very “service-oriented”: reliable, traditional in their methodology, stable, and productive. In groups, specifically...
 - ...they like being praised for their hard work and reliability
 - ...they like learning with “step by step” teaching
 - ...they are great compliments to people who need help “following through,” need a very practical presence, or need help staying on a schedule.
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- ...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.
- **ISTP** (Dominant Introverted Thinking with Extraverted Sensing)
 - Summary: Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.
 - Group work preferences: They are likely to work best in cultivation cultures. As an SP group member, this person is likely to value aesthetics and personal fulfillment in their group work situations. So they often put a lot of emphasis on freedom and having space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to...
 - ...be really efficient and flexible, and they are also likely to be rebellious. So, if I'm looking for someone to join a sort of "experimental" or "rogue" team, this person might be a good choice.
 - ...be great at thinking "on the spot," so they'd be good on crisis teams or on last-minute projects that require innovative solutions.
 - ...need the space to be free. If they are too constrained, their performance is likely to suffer.
 - ...a great compliment to a really "grounded" person or team that needs some creativity, because this person is likely to be resourceful and to take risks.
 - ...need to be managed in a way that keeps them focused because they might tend to wander. 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 and they might stubbornly stick to some idea that needs to go.

• **ISFP** (Dominant Introverted Feeling with Extraverted Sensing)

- Summary: Quiet, friendly, sensitive, and kind. Enjoy the present moment, what’s going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.
- Group work preferences: They are likely to work best in cultivation cultures. As an SP group member, this person is likely to value aesthetics and personal fulfillment in their group work situations. So they often put a lot of emphasis on freedom and having space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to...
 - ...be really efficient and flexible, and they are also likely to be rebellious. So, if I’m looking for someone to join a sort of “experimental” or “rogue” team, this person might be a good choice.
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- 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 social strife.
- **ESTP** (Dominant Extraverted Sensing with Introverted Thinking)
 - Summary: Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.
 - Group work preferences: They are likely to work best in cultivation cultures. As an SP group member, this person is likely to value aesthetics and personal fulfillment in their group work situations. So they often put a lot of emphasis on freedom and having space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to...
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 - ...need to be managed in a way that keeps them focused because they might tend to wander. 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: These people might not be best at research that takes a long time or at working with “novel” or “conceptual” workplace practices.
- **ESFP** (Dominant Extraverted Sensing with Introverted Feeling)
 - Summary: Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.
 - Group work preferences: They are likely to work best in cultivation cultures. As an SP group member, this person is likely to value aesthetics and personal fulfillment in their group work situations. So they often put a lot of emphasis on freedom and having space to explore a problem so that they can look at it in a new way. Specifically, this person is likely to...
 - ...be really efficient and flexible, and they are also likely to be rebellious. So, if I’m looking for someone to join a sort of “experimental” or “rogue” team, this person might be a good choice.
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 - ...need to be managed in a way that keeps them focused because they might tend to wander. 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: 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.

- **ESTJ** (Dominant Extraverted Thinking with Introverted Sensing)
 - Summary: Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.
 - Group work preferences: They are likely to work well in control cultures. As an SJ group worker, this person will likely be very “service-oriented”: reliable, traditional in their methodology, stable, and productive. In groups, specifically...
 - ...they like being praised for their hard work and reliability
 - ...they like learning with “step by step” teaching
 - ...they are great compliments to people who need help “following through,” need a very practical presence, or need help staying on a schedule.
 - ...when they’re leaders, they like to direct people and so, can be someone tyrannical.
 - ...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.
 - They might be weak at networking or maximizing the utility of close personal bonds and they might have incongruencies in their personal beliefs.
- **ESFJ** (Dominant Extraverted Feeling with Introverted Sensing)
 - Summary: Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day

lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

- Group work preferences: They are likely to work well in control cultures. As an SJ group worker, this person will likely be very “service-oriented”: reliable, traditional in their methodology, stable, and productive. In groups, specifically...
 - ...they like being praised for their hard work and reliability
 - ...they like learning with “step by step” teaching
 - ...they are great compliments to people who need help “following through,” need a very practical presence, or need help staying on a schedule.
 - ...when they’re leaders, they like to direct people and so, can be someone tyrannical.
 - ...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 problems with expressing really technical ideas and systems with precision, so they might not be best on highly technical projects or on projects where they feel isolated and surrounded by minutia.
- **INFJ** (Dominant Introverted Intuition with Extraverted Feeling)
 - Summary: Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.
 - Group work preferences: They are likely to work well in collaboration cultures. As an NF group member, look for this person to focus on the common good of the company and of the world. They will value

authenticity and will enjoy working on projects that contribute to the “greater good.” Specifically, this person is likely to...

- ...want to know the “meaning” of what they’re doing, and want to grow. So, they’ll be open and motivated to contribute to a project especially if they feel that they can develop from being on the project.
- ...be a great communicator and good with people, so client-facing roles are good for them.
- ...need to be in a culture that aligns with their personal values.
- ...add a sense of community to a group.
- ...really respond to praise about their contribution to the group and praise of their character.
- ...want to discuss things with leadership often, and they might like to talk.
- ...be extremely giving of their time... sometimes to their own detriment.
- ...question authority and can also tend to try to “save everyone,” so it’s important to manage them with a lot of attention to their ego and to remind them that they’re part of something bigger.
- 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.
- INTJ
(Dominant Introverted Intuition with Extraverted Thinking)
 - Summary: Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance for themselves and others.
 - Group work preferences: They are likely to work best in competence cultures. As an NT group member, this person is likely to have a thirst for knowledge. They’re likely to enjoy leading the design of systems and workflows and they really like intellectual challenges and problem solving. Specifically, if working in a group with an NT, look for this person to...

- ...be at ease with ideas, researching, and inventing or innovating to solve a problem.
 - ...be very straightforward, demanding, and to value competency.
 - ...be exceptionally good at strategy.
 - ...like being led based on what they know they can do. So if you have an NT that's good at something and you have a project that requires their skills, they're likely to love being on that team.
 - ...need someone who is great at execution around. This person is likely to enjoy planning, which can actually inhibit action.
 - Weaknesses: This person might have a hard time working with a rapidly-evolving strategy pressure when a lot of new information is coming in, because they have a hard time collecting data in real-time. So, they shouldn't be day traders, for example.
- **INFP** (Dominant Introverted Feeling with Extraverted Intuition)
 - Summary: Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.
 - Group work preferences: They are likely to work well in collaboration cultures. As an NF group member, look for this person to focus on the common good of the company and of the world. They will value authenticity and will enjoy working on projects that contribute to the "greater good." Specifically, this person is likely to...
 - ...want to know the "meaning" of what they're doing, and want to grow. So, they'll be open and motivated to contribute to a project especially if they feel that they can develop from being on the project.
 - ...be a great communicator and good with people, so client-facing roles are good for them.
 - ...need to be in a culture that aligns with their personal values.

- ...really respond to praise about their contribution to the group and praise of their character.
 - ...want to discuss with leadership often.
 - ...be extremely giving of their time... sometimes to their own detriment.
 - ...question authority and can also tend to try to “save everyone,” so it’s important to manage them with a lot of attention to their ego and to remind them that they’re part of something bigger.
 - Weakness: This person is likely to be weak in paying attention to external details like schedules and other external things that require a lot of attention to sequence and logical flow.
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- **INTP** (Dominant Introverted Thinking with Extraverted Intuition)
 - Summary: Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.
 - Group work preferences: They are likely to work best in competence cultures. As an NT group member, this person is likely to have a thirst for knowledge. They’re likely to enjoy leading the design of systems and workflows and they really like intellectual challenges and problem solving. Specifically, if working in a group with an NT, look for this person to...
 - ...be at ease with ideas, researching, and inventing or innovating to solve a problem.
 - ...be very straightforward, demanding, and to value competency.
 - ...be exceptionally good at strategy.
 - ...like being led based on what they know they can do. So if you have an NT that’s good at something and you have a project that requires their skills, they’re likely to love being on that team.
 - ...need someone who is great at execution around. This person is likely to enjoy planning, which can actually inhibit action.

- Weakness: Look for these people to emotionally shut down during stressful times. They might need to be reminded that everything will be cool when things get a bit crazy.
- **ENFP** (Dominant Extraverted Intuition with Introverted Feeling)
 - Summary: Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.
 - Group work preferences: As an NF group member, look for this person to focus on the common good of the company and of the world. They will value authenticity and will enjoy working on projects that contribute to the “greater good.” Specifically, this person is likely to...
 - ...want to know the “meaning” of what they’re doing, and want to grow. So, they’ll be open and motivated to contribute to a project especially if they feel that they can develop from being on the project.
 - ...be a great communicator and good with people, so client-facing roles are good for them.
 - ...need to be in a culture that aligns with their personal values.
 - ...really respond to praise about their contribution to the group and praise of their character.
 - ...want to discuss with leadership often.
 - ...be extremely giving of their time... sometimes to their own detriment.
 - ...question authority and can also tend to try to “save everyone,” so it’s important to manage them with a lot of attention to their ego and to remind them that they’re part of something bigger.
 - Weakness: This person might be weak in things like long-term planning, because they don’t necessarily do well connecting the past to what’s going

on now. So, with cultures that are especially traditional or have very rigid, historical methods, this person might have some problems.

- **ENTP** (Dominant Extraverted Intuition with Introverted Thinking)
 - Summary: Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.
 - Group work preferences: They are likely to work best in competence cultures. As an NT group member, this person is likely to have a thirst for knowledge. They're likely to enjoy leading the design of systems and workflows and they really like intellectual challenges and problem solving. Specifically, if working in a group with an NT, look for this person to...
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 - ...be exceptionally good at strategy.
 - ...like being led based on what they know they can do. So if you have an NT that's good at something and you have a project that requires their skills, they're likely to love being on that team.
 - ...need someone who is great at execution around. This person is likely to enjoy planning, which can actually inhibit action.
 - Weaknesses: This person's behavior might appear to be too random and scattered to their teammates, because they really like to "be in the moment." They might need help focusing.
- **ENFJ** (Dominant Extraverted Feeling with Introverted Intuition)
 - Summary: Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for

individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

- Group work preferences: They are likely to work well in collaboration cultures. As an NF group member, look for this person to focus on the common good of the company and of the world. They will value authenticity and will enjoy working on projects that contribute to the “greater good.” Specifically, this person is likely to...
 - ...want to know the “meaning” of what they’re doing, and want to grow. So, they’ll be open and motivated to contribute to a project especially if they feel that they can develop from being on the project.
 - ...be a great communicator and good with people, so client-facing roles are good for them.
 - ...need to be in a culture that aligns with their personal values.
 - ...really respond to praise about their contribution to the group and praise of their character.
 - ...want to discuss with leadership often.
 - ...be extremely giving of their time... sometimes to their own detriment.
 - ...question authority and can also tend to try to “save everyone,” so it’s important to manage them with a lot of attention to their ego and to remind them that they’re part of something bigger.
- Weakness: This person might have problems being in a highly technical role that doesn’t involve much interaction with other people. They’ll also likely have problems being detail-oriented.
- **ENTJ** (Dominant Extraverted Thinking with Introverted Intuition)
 - Summary: Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.



- Group work preferences: They are likely to work best in competence cultures. As an NT group member, this person is likely to have a thirst for knowledge. They're likely to enjoy leading the design of systems and workflows and they really like intellectual challenges and problem solving. Specifically, if working in a group with an NT, look for this person to...
 - ...be at ease with ideas, researching, and inventing or innovating to solve a problem.
 - ...be very straightforward, demanding, and to value competency.
 - ...be exceptionally good at strategy.
 - ...like being led based on what they know they can do. So if you have an NT that's good at something and you have a project that requires their skills, they're likely to love being on that team.
 - ...need someone who is great at execution around. This person is likely to enjoy planning, which can actually inhibit action.
- 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.