

Straightfoward

Reading

Wilpower

Careful

REASON

Quiet

Witty

Internet

Leadership

Thoughtful

Knowledge = x^{10}

Chess

Programming

Calm

Ethics

Cool-headed

Impassive

COMPLET

Sarcastic

HYPOCRISY

Engineering

Brilliant Intellect

Methodical

Philosophy

EVOLUTION

Perceptive

Critical

Mastermind

{Perfectionistic}

Scholarship

Morality

Formal

Idea

Science

Logical²

Perceptive

Book

Strategic

Just

Loyal

Repressed

Abstract

Professional

FUTURE-ORIENTED

Secret Lair

Universal

Autonomous

Computation

MATHEMATICS

Socially Awkward

Competent

Stubborn
Structure

Formula

Objective

confident

WORLD DOMINATION

TRUCKY X-PRIZE

17:43

ANNA MOSS

The Secret Lives of INTJs

by

Anna Moss

First published in 2013
Oddly Developed Types
© Copyright Anna Moss

This book shall be considered to enter
the public domain on January 1st, 2018.

(You can quote from this book if you like. Be my guest. You don't need to ask.)

The material contained in this book is set out in good faith for
general guidance and no liability can be accepted for loss or
expense incurred as a result of relying in particular
circumstances on statements made in the book.

Table of Contents

A Dark Confession.....	10
Cautions about Research; Citation Notes.....	11
No Cognitive Functions Were Harmed in the Making of This Book.....	11
General.....	12
Approach to Problem Solving—With Legos!.....	13
INTJ Politics.....	13
The Death Glare.....	15
A Nice Little Chat.....	15
Social Media.....	16
Argumentation.....	16
16PF characteristics.....	17
Future Orientation.....	17
Leisure.....	18
Favorite Pastimes.....	18
Reading.....	18
Videogames.....	18
Appearance.....	20
Religion.....	21
Stress.....	22
Philanthropy.....	23
Type and Cultural Stereotypes for Males and Females.....	24
Female INTJs.....	24
Male INTJs.....	26
Courage.....	27
Nonconformity.....	27
What Makes an INTJ?	28
INTJ Environments.....	28
Friendships and Family Relationships.....	30
How to Get Friends?.....	31
How Many INTJs Are There?.....	32
Percentages by Sex.....	32
Percentages and Mistyping.....	33
How to Tell INTJs Apart From INTPs.....	34
Judging vs. Perceiving Differences.....	35
Various Differences.....	36
Stress, Sickness, Bad Habits.....	37
Jobs.....	37
Values.....	37
School.....	37
Recreation.....	37
Religion.....	38
Areas That Are Too Similar to be Used as Diagnostic Criteria.....	38
I Still Don't Know My Type.....	38
Fictional INTJs.....	40
Advantages of the “Mirror of Fiction”.....	40
Problems with the Mirror of Fiction.....	40

Notes on Type Identifications.....	41
Process.....	42
A Small List of Fictional INTJs.....	43
Science Fiction.....	43
Classics.....	43
Detectives and Their Bête Noires.....	43
Archetypes.....	44
INTJ Tropes.....	45
INTJs in Love.....	46
Problems with Studying Type and Love.....	46
INTJ Matches: Research and Theory.....	47
Marriage and Satisfaction.....	47
What Do INTJs Want in a Relationship?.....	49
INTJ/Idealist – “The Soulmate”.....	50
Issues.....	51
Gifts.....	51
Most Important Values.....	51
Least Important Values.....	52
Average Weight (1 – 7) Placed on Each Most Important Idealist Value.....	52
INTJ/Rational – “The Mindmate”.....	53
Issues.....	53
Gifts.....	53
Most Important Values.....	54
Least Important Values.....	54
Average Weight (1 – 7) Placed on Each Most Important Rational Value.....	54
The INTJ – INTJ Pairing.....	55
Issues.....	55
INTJ/Artisan – “The Playmate”.....	56
What Draws INTJs and SPs Together?.....	56
Issues.....	57
Gifts.....	57
Most Important Values.....	57
Least Important Values.....	58
Average Weight (1 – 7) Placed on Each Most Important Artisan Value.....	58
INTJ/Guardian – “The Helpmate”.....	58
What Draws INTJs and SJs Together?.....	59
Issues.....	59
Gifts.....	59
Most Important Values.....	60
Least Important Values.....	60
Average Weight (1 – 7) Placed on Each Most Important Guardian Value.....	60
What Do People Love About INTJs?.....	61
Mr. Darcy.....	61
Elizabeth.....	62
A Quick Plot Summary.....	64
First Meeting.....	65
What Did Darcy and Elizabeth See in Each Other?.....	66
Courtship.....	69

Mate Selection.....	69
Initiation and Advances.....	69
How Not to Court An INTJ.....	70
Compliments.....	72
Gift Giving.....	73
INTJ Marriage, Remarriage, and Divorce.....	73
Conflict.....	74
Contracting.....	75
Those 3 Little Words.....	76
Giving Emotional Support.....	77
Children.....	78
Recommendations.....	78
Mr. St. John.....	79
An INTJ in Love.....	81
An INTJ Pygmalion Project.....	83
An INTJ Pastor.....	84
INTJs: The Vampire Hunting Type?.....	85
Van Helsing, Vampire Slayer.....	85
Vampire Hunting Style.....	87
Count Dracula – INTJ?.....	90
Conclusion.....	93
INTJs in Charge.....	94
Nathaniel Bowditch.....	96
Analysis.....	99
Discussion.....	101
An INTJ Sailor.....	102
Teaching.....	103
Mathematical Career.....	105
Moral Character.....	108
Business Practices.....	110
Love and Loss.....	116
Grief.....	119
Literary Adaptation.....	120
Star Trek and the INTJ.....	121
Jean-Luc Picard.....	123
Leadership Style.....	124
Straightforwardness.....	124
Attitude Towards Rules.....	125
Problems.....	127
Seven of Nine.....	129
Analysis.....	131
Rehumanization or Pygmalion Project?.....	132
What's So Great About Star Trek?.....	133
INTJs at Work.....	135
INTJ Careers.....	135
Preferred Work Environments.....	136
Small Business Ownership.....	137
Interviewing Issues.....	137

Work Related Miscellanea.....	138
E-mail.....	138
HR.....	138
INTJs and the Intellect.....	139
I.Q. Testing and Type.....	139
Artisan Tactical Intelligence.....	140
Idealist Diplomatic Intelligence.....	141
Guardian Logistical Intelligence.....	141
Rational Strategic Intelligence.....	142
The Value of I.Q. Tests, Continued.....	142
Giftedness.....	143
Discussion.....	144
Types of Reasoning.....	144
Crystallized and Fluid Intelligence.....	145
INTJ Geniuses.....	145
Child C – IQ Unmeasurable (As tested by the Stanford-Binet, 1920s version).....	146
Discussion.....	147
Child L – IQ 199 (As tested by the Stanford-Binet, Form L).....	148
Discussion.....	148
Isaac Newton.....	151
General.....	152
Scientific Achievements.....	154
Bachelorhood.....	156
Organizations.....	157
Parenthood.....	159
Fun With Children.....	160
Discipline.....	161
Special Challenges.....	162
Introversion.....	163
Conclusion.....	163
INTJ Children.....	164
Lack of Role Models.....	164
Infanthood.....	164
Reading.....	164
Play.....	165
Computer Games.....	168
Worldbuilding.....	168
Art.....	168
Physical Activities.....	169
Hiding.....	169
Thoughts and Fears.....	169
Cautiousness.....	169
Quiet and Privacy.....	171
Fitting In.....	172
Blunt Statements of Truth.....	172
Conflict with Parents.....	174
Young Female INTJs.....	175
Tips for Parents.....	175

School.....	176
Problems in the Public School System.....	176
Busy Work—And Other Scholastic Activities.....	176
Teachers and Assignment Requirements.....	177
Group Setting and Projects.....	178
School Will Socialize You.....	179
Boring Subjects.....	179
Gifted Judges.....	179
The University Experience.....	180
GPA Per Major.....	180
Engineering.....	181
MBA.....	182
Science.....	183
Law.....	183
Intelligence Studies.....	184
Languages.....	185
Liberal Arts.....	186
Finance and Commerce.....	187
Art.....	187
Fine Arts.....	187
Art education.....	188
Mental Health and Rehabilitation.....	188
Occupational Therapy.....	188
Counselor Education.....	188
School Administrators.....	189
INTJs and the Changing Face of Education.....	189
INTJs and Asperger's Syndrome.....	192
ASD and the Big Five.....	193
Type and/or Disorder?.....	193
Conclusion.....	195
INTJ Detectives and Personality Disorders.....	196
Coolidge Axis II Inventory (CATI).....	196
Obsessive Compulsive Personality Disorder.....	197
INTJ Detectives.....	198
Adrian Monk, Obsessive Compulsive Detective.....	198
Detecting Style.....	200
Customer Loyalty.....	201
Trudy.....	201
Sharona, the ESTP Foil.....	202
Police.....	203
Hercule Poirot and His Little Grey Cells.....	204
Symmetry, Symmetry, Symmetry.....	205
Multicultural INTJs.....	206
SP Foil.....	206
Author Corrected Type.....	206
The Little Grey Cells in Old Age.....	207
Nero Wolfe.....	207
Who Needs Facts: The Intuitive Detective.....	208

Behind the Scenes.....	208
Similarity to Mycroft Holmes.....	208
ESTP Foil.....	209
Captain Picard vs. Professor Moriarty	209
Isaac Newton – Detective.....	210
Prison, Criminal Masterminds, and the INTJ Crime Rate.....	212
Hardships of Prison and INTJ Responses.....	212
Harrelson – A Unique Perspective on Life in Prison.....	213
Harrelson – Was He Really an INTJ?.....	214
Mordecai Heller – A Feline Hitman.....	218
Do INTJs Commit a Lot of Crimes?.....	219
Are INTJs the Criminal Mastermind Type?.....	220
A Brief Note About Holmes.....	224
Conclusion.....	225
Appendix 1: Why Didn't You Include the Cognitive Functions?.....	226
A Better Alternative.....	228
Example: An NTIJ.....	229
Example: A TNJI.....	229
Non-Preferred Functions.....	229
Strong Preference(s).....	230
Conclusion.....	230
Appendix 2: Type Bigots, the Scourge of the MBTI Community.....	231
7 Ways To Combat Type Bigotry.....	233
Bibliography.....	234

Preface & Caveat Lector

A Dark Confession

Perhaps when you bought this book you were under the impression that it was written by a certified type practitioner with thirty years of experience. Boy were you wrong!

The type practitioner certificate costs \$850, and I'm too poor to afford it. As for decades of experience, *well*.

So before you make any major life decisions based on this book, you'd better be aware of the following:

Myth: The author is qualified to give me advice about my life.

Truth: The author knows just enough to be dangerous, and she's been wrong before.

Myth: The author has a degree.

Truth: Yes, in Geology.

Myth: This book was painstakingly researched.

Truth: This book was haphazardly researched. The author read one of a dozen available studies on each area, the rest being inaccessible due to various reasons. It's a fact of life that studies tend to contradict one another, and the author would not be the slightest bit surprised to find that information in this book turned out to be wrong after further research. Besides errors of fact, there are no doubt numerous errors of omission. The author is confident that this book is missing vital information that would change a reader's perspective upon the information presented.

Basically, all you're getting is a jumble of stuff that I happened to stumble over while meandering through the halls of knowledge. Few efforts have been made to corroborate what you're reading by checking multiple sources. My only hope is that randomly selected, uncorroborated information is preferable to no information at all.

By now you're probably thinking, "Thank goodness she got the book checked by a real editor. At least there's that." Actually, this book was self published. But you probably figured that out by the second sentence. All I can say is *caveat lector*—let the reader beware. I apologize in advance for

all the mistakes that I won't find until it's too late.

Cautions about Research; Citation Notes

Another thing you should be aware of is that I have not actually read all the studies I reference in this book. In some cases, I merely read the abstract, but not the entire research paper (because it was unavailable). In other cases, interesting but unobtainable studies were described within other studies or articles which I read. This was indicated in the customary fashion by adding the words “(Cited in Name, Date)” to the citations, where “Name, Date” is the name of the study, book or article where I discovered the secondhand research.

No Cognitive Functions Were Harmed in the Making of This Book

There are a number of studies that give me reason to believe that the cognitive functions do not exist (see Appendix 1 for full discussion); hence I have not included them.

General

When an INTJ gets excited about a topic of interest, they will absorb information on it with all the enthusiasm of a starving amoeba. So get your pseudopods ready, because we are going to seize data on one of the most rare and unique personalities on the type table. We'll start with a quick rundown on some basic aspects of the INTJ character, then take a deeper look at the fascinating behaviors of this type.

INTJs are intrigued by theories, ideas, and all kinds of abstract subjects with global interest. They are often found in cutting-edge, innovative fields where they can sharpen their keen minds upon complex intellectual challenges. They constantly accumulate information, incorporating it all into their mental framework of facts and ideas for future reference. They tend to focus on overarching principles rather than single examples.

To an INTJ, life is a giant experiment where the goal is to continually improve everything around them—projects, tools, relationships, theories, organizations. They seek to be competent in everything they do, and their ceaseless need for improvement means that good enough never is.

Like all Rationals, they have no tolerance for their own fallibility; one mistake is bad enough, but to commit the mistake a second time would be unthinkable. For obvious reasons, INTJs tend to have high standards. They are critical of themselves and others, and are more likely to point out a design flaw than praise a good feature.

Like all INs, the INTJs spend quite a bit of time "in their heads" thinking about whatever ideas are currently absorbing their interest. This can lead to an appearance of abstraction or absent-mindedness. Actually however, INTJs are one of the types that is most able to concentrate, and they pursue their projects of interest with all-consuming focus.

People find INTJs reserved, aloof, and somewhat enigmatic. Because they are such a private bunch, it takes awhile to really get to know an INTJ. They prefer a tight, intimate circle of acquaintances over a broad, open one. An INTJ speaks little, but wisely.

INTJs are stubborn and goal-oriented. They are decisive; they prefer to make plans and systematically carry them out rather than improvising on the fly. They finish their projects efficiently and on schedule.

INTJs reject dependency; they seek to be self sufficient and uncompromisingly individualistic.

They often have unique opinions that they arrive at through long thought.

Approach to Problem Solving—With Legos!

The TJ part of INTJ adds decisiveness and leadership abilities to this type's repertoire of behaviors.

Kroeger & Thuesen (1988) did a fascinating experiment on the problem solving techniques of each type. They took a group of engineers and divided them into four groups of interest: SPs, SJs, TJs, and NTPs. The teams were tasked with problem of assembling a copy of a Lego Man model that been provided for reference. To challenge was to assemble the copy in the shortest amount of time, with a one hour deadline.

Now, the interesting thing about this contest is that though the goal was to assemble the Lego Man as fast as possible, there was no limit on *planning time* save of course for the one hour deadline. So a team could spend 45 minutes planning and 15 minutes assembling, and still beat a team that spent 20 minutes planning and 16 minutes assembling.

The experiment turned up some very interesting results:

SP	4 minutes planning	30 minutes assembling	1 error	34 minutes total
SJ	17 minutes planning	15 minutes assembling	0 errors	32 minutes total
NTP	31 minutes planning	9 minutes assembling	1 error	40 minutes total
TJ	26 minutes planning	4 minutes assembling	0 errors	30 minutes total

The TJs won the contest hands down; from planning to execution, they were the most efficient of all groups. (They also managed to alienate one of their members, something that none of the other groups did.) Like all the TJs, the INTJs are a single minded bunch focused on results.

Compare this approach with that taken by the SPs, who essentially "brute forced" the solution through rapid experimentation; the NTPs, who explored the problem at length before trying to solve it; and the SJs, who spent equal planning and assembling.

Now here's an interesting question—given that the TJ approach was the most efficient in every way, why haven't the forces of evolution converged to create a version of humanity that is purely TJ?

The answer is that each of the different problem solving strategies used by the groups is useful in a particular circumstance. For instance, the SP strategy of not planning works well under unpredictable situations where plans would be rendered obsolete before they could be finished. Or, the NTP preference works well when there is time to explore a problem at length, potentially producing a more considered result than a faster but less considered method would. But perhaps the fact that TJs are most often placed in leadership positions reflects the fact that this preference is most efficient overall at completing plannable tasks that have clear objectives and a deadline.¹

INTJ Politics

Did you know that type and politics are related? Sensing is correlated with a more conservative political stance, while Intuition is correlated with a more liberal political stance.² In addition, Intuitives reported having higher political interest than Sensors.³

1 As we'll see in the section of intelligence tests, it is very important to set the parameters of a test in such a way that it proves your own type is the most intelligent.

2 Macdaid in Boozer & Forte, 2008

3 Boozer & Forte, 2008

A survey of type and American political party affiliation found that INTJs were 19% Democrat, 40% Republican, and 41% Independent (read [here](#)).⁴ The Republican influence appears to be due to their TJ preference, as revealed by the fact that the top four types most favoring the conservative orientation were all TJs:

ESTJ – 46% Republican

ISTJ – 42% Republican

INTJ – 40% Republican

ENTJ – 40% Republican

What do we make of the INTJ's Independent preference? Here are the top four types most favoring this political orientation:

INTP – 49%

ENTP – 45%

INTJ/ISFP – 41%

INFP – 40%

The types that most like the Independent option also tend to place a high a high value on "independence" or "autonomy" in their personal lives, with INTPs rating the value of "independence" or "autonomy" highest of all, typically followed by ENTPs and INFPs. (INTJs have a well-deserved reputation for independence, but the desire is not as strong as it is for most of the NPs. It is not really accurate to call them "the most independent type" as many sources do. That said, their independence can be seen in the fact that they a.) are one of the types least readily coerced by peer pressure,⁵ and b.) as, INs they tend to have unorthodox ideas, which they carry with single minded determination.)

One of the interesting differences between INTJs and STJs is that while both groups favor the Republicans, the STJs shun the Independent orientation the most of all types while the INTJs are quite accepting of it. It is fascinating to me how the INTJs thus straddle the line between the conservatism of the TJ Guardians and independent streak native to the IN preference.

Boozer and Forte (2008) measured “political alienation,” which they described as “discontent or disconnect from the political process.” They found that a preference for introversion was associated with more political alienation, and noted that this may be part of a larger pattern of overall introverted alienation. So INTJs are more likely to be disillusioned than their extraverted peers.

The researchers also measured specific political views; it turned out that Perceivers tended to favor abortion while Judgers did not, and that Thinkers tended to favor the death penalty while Feelers did not. Being an INTJ thus predicts opposition to abortion and support for the death penalty.

Gerdes (2010) found that both NTs and NFs tend to give more than average to environmental causes (read [here](#)). Therefore INTJ views may be more green than most.

4 Myers & Myers in Political | Types, n.d.

5 Matthews, Miller, & Carskadon in Carlson, 1985

The Death Glare

There is a characteristic INTJ expression⁶ which has become popularly termed “the death glare.” This facial expression is actually not a glare, but the INTJ’s neutral face. The mistaken effect of a glare is produced by unbroken direct eye contact, prolonged silence, and an utterly impassive face. The death glare may also be mistaken for depression.

In the book *Jane Eyre*, an INTJ named Mr. St. John appraises Jane: “St. John’s eyes, though clear enough in a literal sense, in a figurative one were difficult to fathom. He seemed to use them rather as instruments to search other people’s thoughts, than as agents to reveal his own: the which combination of keenness and reserve was considerably more calculated to embarrass than to encourage.”

It is the absence of any sort of emotional cues that tends to make the INTJ look less-than-pleased, even if they are feeling neither happy, sad or upset. Females and males alike will exhibit this expression; those being pinned under the glare squirm inside, imagining all the things that the INTJ must see wrong with them. But in actuality, the INTJ is pondering why tablecloths have checkers.

A Nice Little Chat

Like all Rationals, INTJs are disinterested in small talk, meaning everyday chitchat about coworkers, cars, barbecues, shopping trips, etc. They are more intrigued in discussing the question of whether dolphins have language or complaining about how Star Wars breaks the laws of physics.

Since INTJs are not terribly interested in the everyday details of other people’s lives, they tend to have a poor recall for names, faces, and personal information. It doesn’t help that they tend to “space out” when people begin to discuss the boring stuff, either.

With practice, INTJs become skilled at nodding and making responsive noises at appropriate times, while internally wondering whether dolphins have language or thinking about how Star Wars breaks the laws of physics. They do not intercept half the personal information poured upon them, and they easily forget what they do hear because they find it rather uninteresting.

A popular ice breaking activity has each person in a group share their name and a personal detail about themselves. (INTJs don’t like sharing personal details about themselves, but if compelled...) Will this exercise help the INTJ get to know the rest of the group? No. Shortly after the exercise is over, they will wipe every name and personal detail from their brain.

This is a phenomenon that actually applies to all INTs. As an INTP, I went on a school trip with about a dozen strangers whose names and faces got all jumbled up in my mind. One of these people was a young woman from South America who wouldn’t eat pig meat because members of her family had been murdered by guerrillas and the corpses subsequently devoured by the pigs on the farm where they lived. A couple days later I was having breakfast and a young woman standing next to me said that she didn’t want to eat her bacon. Eagerly I volunteered to eat it, but then she uncomfortably said that she would eat it—and did, though later she said she felt ill and regretted it. Sometime later I put these two facts together. Oops.

In middle school I had a red-haired friend in gym and science. One day I decided to jump out from behind the bleachers and scare her. During science class I reminded her of what had happened, but she didn’t seem to understand. She insisted that the incident hadn’t happened, and that I didn’t have gym class with her. It turned out that I actually had *two* red-haired friends. Another person whose

name I can no longer recall was shocked when I gestured at him and referred to him as “what’s-his-name.” He exclaimed, “You’ve known me for years and you still don’t know my name?”

So do INTs simply have bad memories? Is that why they can't remember names or personal information? Actually, they have great memories—for certain things. It was observed of an INTJ mathematician named Bowditch, who we'll meet him later, that, "he read through the whole of Chambers's Encyclopaedia, in four folio volumes, without omitting an article; and, as his memory, *except as to persons and names*, was wonderfully retentive, he in the manner acquired a fund of the most varied information."⁷ [Emphasis mine.] An INTJ may know the speed of light or memorize pi to twelve digits, yet keep on forgetting the name of a person they see every day. They are designed to store and process information about ideas rather than information about people.

Social Media

Have you ever wondered if there's a relationship between type and Facebook/Twitter/LinkedIn usage? A 2011 survey of 1,784 Americans found some interesting links between type and social media usage/attitudes (read [here](#)).⁸ Generally speaking, EFs tend to use social media more than ITs. Despite this, 68% of INTJs reported that they had a Facebook account (the second most of all Rationals). They were actually ranked 7th out of 16 in terms of likelihood of having a Facebook account.

Some would argue that social networking is a good way to meet new people. But only 14% of INTJ and INTPs believed this—the lowest of all types. In fact, 50% of INTJs said that it was not a good way to meet people. It would seem that INTJs are not the social networking type. Why is this?

Could it be that INTJs see social media as a waste of time? Actually, half of them didn't. And, about 45% thought it was useful for professional use. So they don't necessarily perceive it as time lost. (It should be noted, however, that INTJs were the type second least likely to use Facebook for work-related purposes, with 72% not using it for this purpose at all. INTJs also were the type least likely to see Facebook as a useful tool for work.)

~60% of INTJs thought that social networking was a good way to connect with people who shared a *mutual interest*. (~30% were neutral about the idea, and ~10% disagreed.) It seems that INTJs are therefore most likely to use social networks to pursue their interests and hobbies; for example, there are INTJ groups devoted to psychological type.

Finally, there are those who use social networking as a way to get their news. INTJs do use social networks for this purpose, but they are the type most ambivalent about its utility in this regard. About 40% of INTJs (the most of all types) were neutral on the question of whether social networking is a good way to stay connected with what is going on in the world. A slightly larger amount (45%, the least of all types) did think that it was a good way to stay connected. INTJs, it would seem, are probably the type least likely to get their news from social media.

If you'd like to meet other INTJs, you can of course check Facebook; there is also a forum devoted to INTJs [here](#).

Argumentation

A study compared type and argumentativeness. Not surprisingly, the Rationals occupied the top four slots. The ENTJs were most argumentative, but the INTJs were second most argumentative

7 Bowditch, 1939

8 Schaubhut, Weber & Thompson, 2012

(Loffredo & Opt, 2006). The exact ordering was like so: ENTJ, INTJ, INTP, ENTP. Don't expect to force bad ideas down an INTJ's throat. To convince an INTJ, you must have logical proofs that are consistent with whatever research is available.

Of course, to an INTJ, an argument seems more like a discussion or intellectual debate. It is only from *other types'* perspectives that the exchange is an argument. Afterward, the INTJ's sparring partner may be emotionally exhausted, while the INTJ is thinking, "Wow, that was an interesting discussion."

It should be noted that INTJs are not into screaming matches, emotional drama, etc. They like debates to remain calm and objective; otherwise, they take little pleasure in them.

16PF characteristics

The 16PF is a personality test that measures various traits that have been found to be semi-associated with MBTI types. Several traits were found to be associated with type INTJ (read [here](#)).⁹

- INTJs were the third highest type for "reasoning." This is related to their IT functions, since INTPs and ISTPs also exhibited high "reasoning."
- INTJs ranked fourth highest for the trait of "rule consciousness." ISFJs, INFJs and ISTJs were more rule conscious, so it seems like the most important predictor of rule consciousness is being an IFJ, followed by being an ITJ.
- INTJs were additionally ranked fourth highest for "global self control." They actually were the only nonGuardian type to make it into the top four. INTPs, by contrast, had the fourth *lowest* "global self control" of all types; this may be a useful way to differentiate between these two INT types.
- INTJs ranked fourth lowest for "warmth," with ISTPs, INTPs and ISTJs being considered even colder. This actually makes INTJs the *least cold* IT type, according to whatever definition of "warmth" the 16PF uses.
- INTJs exhibited the third lowest level of "liveliness." ISTJs and ISFPs were even less lively, while INFJs were slightly more so. Liveliness was most strongly exhibited by ESFPs and ENFPs, so it is not an ITJ attribute.

One note on this data—the descriptors chosen by the 16PF, aka "reasoning," "rule consciousness," etc. are technical terms that reflect the particular shade of meaning selected by the test's designers. Different shades of meaning may produce different results when used in other contexts.

Future Orientation

INTJs seem to be the most future-oriented of all types, at least in terms of their real world goals. Harrison and Lawrence (1985) examined personal essays in which 302 students discussed their future, and it turned out that the 9 INTJs in the study planned their lives out the furthest number of years in advance—no less than *33 years on average*. The ENTPs were the runner ups, at 28 years on average. By contrast, the ISFPs planned their lives out only 8 years in advance.

The Rationals tended to plan their lives out the furthest, with Idealists coming in second. NTs planned about 6 years longer than NFs, on average.

Leisure

Favorite Pastimes

Believe it or not, the favorite INTJ leisure pastime is "Taking classes." Amazingly, INTJs indicated that they liked "taking classes" *more than any other type liked any other leisure pastime*. We'll look into why this might be in the school section.

Aside from taking classes, INTJs enjoy "appreciating art," "Playing with computers or video games," and "Working out/exercising." They were strongly *underrepresented* for "Watching TV 3 hrs or more per day."¹⁰ The liking for exercise seems to come from their Judging side, since ENTJs also preferred this, while neither of the NTP types did. INTJs favor individual exercises more than social ones; they enjoy walking, running, lifting weights, and biking. If exercising outdoors, they prefer to seek out remote areas. (The more solitude, the better, it appears.)

Reading

The more intuitive a person is, the more books they read (intuitives read something like 30 – 40 per year).¹¹ As one might expect, INTJs enjoy reading both books and material they find on the internet. A survey of 3,311 type-interested internet users found that NTs were the type most likely be reading a book at the time they took the survey (read [here](#)).¹² If the data was broken down by gender, however, it turns out that female Rationals were the most likely to be reading a book of all temperaments, but male Rationals were actually beat out slightly by the Idealists.

- 74% of NT women were currently reading a book
- 70% of NF women "
- 65% of NF men
- 63% of NT men
- 61% of SJ women
- 58% of SP women
- 49% of SP men
- 48% of SJ men

Rationals were also the type most likely to have checked out a library book within the last month; 33% had done so compared to 29% of NFs, 21% of SJs, and 20% of SPs.

NTs enjoy science fiction, books about politics and society (particularly NT men), literature, fiction and mysteries/thrillers (particularly NT women). Surprisingly, Rational men do not like science fiction the most of all temperaments/genders—this honor falls to Idealist men. And this in spite of the fact that INTs are the types that most like Star Trek, as we shall see in a later chapter.

Being deep thinkers with excellent taste, Rational males also appreciate the virtues of comic books and graphic novels. (Self promotion: [Oddly Developed Types webcomic](#).)

Videogames

Cultural stereotypes would have us believe that videogames are a mindless activity that saps the free time of children, stealing away their love for reading and causing abject failure in school. Which makes it absolutely hilarious that INTJs, who love reading and excel in school, are also the

10 Myers, McCaulley, Quenk & Hammer, 1998

11 Hicks in Myers, McCaulley, Quenk & Hammer, 1998

12 Parent, 2012

type that second most likes videogames.¹³ It falls out like this:

1. INTP 1.96 times as many as expected enjoyed playing with computers or video games
2. INTJ 1.62 "
3. ENTP 1.48
4. ISTP 1.39

The other types didn't view computers or video games as more fun than average. So, we've isolated the chunk of the population that likes gaming and fiddling with computers, and it is mostly Rational with a touch of Artisan. All are thinkers, and all except INTJs are perceivers. Gamers are mostly introverted. Now you know the types of those anonymous people you're up against on the internet.

Game designers too are interested in the question of what personalities are most attracted to what sorts of games. They have made an effort to catalogue different styles of play and relate them to Keirsey's temperaments.

Bateman (2006) (read [here](#)) has noted that games which particularly appeal to Rationals should be *complicated*, allowing lot of opportunities to discover and manipulate the environment. Rationals will also accept a longer learning curve; they care more about having lots of potential choices than about getting a jumpstart on gameplay (not that they mind a jumpstart). They are willing to learn lots of rules and to consult the 70 page booklet included with the game.

Type INTJ often occurs in association with the following sorts of games:

- Wordgames like Scrabble
- Boardgames involving strategy such as chess, Risk, or Monopoly
- Tabletop roleplaying games such as Dungeons and Dragons or Warhammer 40k
- Adventure games and RPGs that involve puzzles, i.e. Myst, Zork, Monkey Island, Portal
- Minesweeper and other games based on abstract reasoning
- Strategy games such as Ages of Empires, Civilization, Masters of Orion, etc.
- Sandbox games such as Minecraft, Sim City, or Zoo Tycoon.
- MMOs that offer lots of complexity, i.e. Eve Online, World of Warcraft, Guild Wars, etc.
- Games that allow modding, or designing your own add-on levels
- Online poker (the mathematically inclined may make a living off of it)

It should be noted that INTJs will play almost any sort of game; the above list is simply what INTJs tend to be more attracted to *in comparison to other types*. In fact, most INTJs probably prefer a diet of Halo and other FPSs (First Person Shooters), if only because that's what game designers currently make. Or, they may enjoy modding these games, which engages their love of sandbox play. But whatever game the INTJ plays, underneath is the goal to explain, predict, and control everything within the game world. Gameplaying INTJs are sort of like scientists of the fantasy realm.

Since this affords us an opportunity to study the INTJ mindset, let's go into it a little more deeply. An INTJ approaches a game much the same way as they approach everything else in the world: as an opportunity to pick apart patterns, perform experiments to see if their hunches are correct, and then formalize the best response into a rule of thumb (an algorithm or principle) that produces maximum efficiency with a minimum expenditure of resources. What an INTJ really wants to do is to learn the principles of a game so well that a robot could be programmed to win simply by

13 Myers, McCauley, Quenk & Hammer, 1998

following the principles the INTJ has figured out. In fact, I have no doubt that INTJs do program AIs in this manner, only in this case winning takes the form of “gold farming.” (Gold farming is when you kill monsters/perform tasks to earn game currency in a massively multiplayer online game, then sell the game currency to other players for real money.)

There is also the usual Rational drive to develop intricate long-range strategies, for example, “First I’ll level up my character’s skills by slaying hundreds of easy monsters on the first level, then I’ll use my new powers to kill the hordes of monsters on the really hard level so that I can loot all their items, then I’ll go to the trading post on the next level and convert everything into cash, then I’ll use it all to buy the ultimate weapon when I get to the shop near the final endpoint, which will allow me to kill the final boss in two minutes. And they said it couldn’t be done! We’ll see about that!”

Though unlikely to be inspired by grinding (performing the same action at length to level up a character or collect items), the INTJ's analytical abilities serve them well in determining the most efficient and profitable path through the game world.

Appearance

As Judgers, INTJs are more likely than not to dress properly. However, as INTs, they are likely to be detached from the physical world and may fail to see any point in dressing properly. It's a mixed bag for this type, but they do tend to dress better than their muddled NTP cousins.

Ackroyd (2006) wrote about the dress habits of Isaac Newton (INTJ). During one two year period, Newton spent a significant sum on new clothing; Ackroyd noted that he was "careful of his appearance." But a few chapters later, Ackroyd had to add that Newton slept in his clothes and would forget to comb his hair or fasten his stockings before leaving the house. INTJs have good intentions, but they won't necessarily keep up appearances all the time.

I was curious to see if there were any trends in the outfits of fictional INTJs. If clothes have any bearing upon the inner nature the wearer, then what do INTJ outfits say about their personality, or at least about society's perception of their personality?

An informal survey I made of fictional INTJs revealed that most were depicted with a dull or dark color scheme, sometimes also monochrome. This is in strong contrast to the garments favored by fictional ENTPs (the anti-INTJs) who tend to favor eye-popping colors and patterns that scream "Paaaay attention to meeee!" If types were moths, the INTJs would be the little brown-grey moths that blend into the tree bark. This makes it clear why ENTPs are more likely to be eaten by predators than INTJs. Fictional INTJs also kept their clothing in *immaculate* condition.

How about the stereotypical geek glasses? It is interesting to note that even science fiction INTJs who have no need of glasses nevertheless tend to wear special eye gear; perhaps it enhances the death glare somehow. Here is a small sample of INTJ dress styles. Some of these people will be featured later in the book.

- Mordecai Heller – Anthropomorphic cat with dark grey fur. Typically pictured in dark colors. Always formal, neat and spotless. Wore tiny round "Gestapo" glasses. (Evil)
- Soundwave – Dark blue robot with white accents. Had a visor-style optical sensor. (Evil)
- Seven of Nine – Wore a featureless, skintight grey jumpsuit. Always wore the same outfit. No glasses, but had a Borg eye implant. (Good)
- Hercule Poirot – Variable colors, but never colorful or flashy. Always formal, neat and spotless. No glasses. (Good)

- Adrian Monk – Owned a closet of identical brown suits that he kept in absolutely perfect condition. No glasses. (Good)

I was surprised to find a couple INTJs who wore painfully bright outfits.

- Nero Wolfe – Dressed in various colors, but always with a *yellow* undershirt. He also wore yellow pajamas to bed. If he got a spot on his tie, he would remove it rather than continue to wear it. No glasses. (Good)
- Otto Octavius, aka "Doctor Octopus" – Supervillain who wore a ghastly green and orange costume (I suppose it comes with the genre). Later he replaced this monstrosity with a spotless white suit and black tie. He always wore black sunglasses due to an eye problem. (Evil)

There seemed to be no differences in clothing styles or color usage for good and evil INTJs.

Religion

It is a well known fact that INTJs are "the most atheistic type." However, this is something of a misnomer, since the majority (64.4%) of INTJs in a 3,036 person study indicated that they did in fact believe in a higher spiritual power.¹⁴ This is only 27 percentage points below the ENFJs, who were the most likely of all types (91.4%) to believe in a higher spiritual power. It would thus be inappropriate to conclude that INTJs are not religious; the majority of them are. Whether that religion takes the form of a mainstream belief system or a modern day version of Deism is a different story. Only 23.1% of the INTJs were atheistic, and 12.5% were agnostic. INTJs are even fairly well represented among pastors, comprising about 4% of clergy members.¹⁵ The TJ preference becomes particularly pronounced at higher ecclesiastical levels; the majority of bishops are TJs.¹⁶

The MBTI has actually become fairly popular in Christian circles; this makes it easier to determine the type compositions of religious groups. In one study, 256 men and 380 women took a variety of courses dealing with the application of type to the Christian life (read [here](#)).¹⁷ The group was given the MBTI and it turned out that there were 3.68 times as many male INTJs as would have been expected in comparison to general male norms, and 8.54 times as many female INTJs as would have been expected. Why the high density of INTJs? One suspects that these INTJ Christians may have been attracted to the courses themselves—i.e. the chance to build their knowledge and thus to grow their faith. In some religious circles, INTJs may actually be quite common—the seminary, particularly, attracts them because of its focus on rigorous higher education.¹⁸

So what are religious INTJs like?

The spiritual disciplines favored by introverts include prayer, meditation, study, and reading.¹⁹ One suspects that INTJs are also attracted to remote hermitages and monasteries with a rule of silence. Introverts additionally prefer individual prayer over communal prayer and favor the quieter early morning or evening service over a more crowded late morning service.

INTJs want logical consistency in their spiritual life as everywhere else, and Keirsey (1998) has

14 Myers, McCauley, Quenk & Hammer, 1998

15 Oswald & Kroeger, 1988

16 Kroeger & Thuesen, 1988

17 Craig, Francis, & Barwick, 2010

18 Oswald & Kroeger, 1988

19 Oswald & Kroeger, 1988

observed that the Rational temperament is most drawn to the area of theology and correct doctrine. Bible study is enjoyed by this type, providing that it offers the opportunity to learn new things as opposed to simply reviewing basic concepts. INTJs are often intrigued by the original translations of Biblical texts, and may be interested in peeling apart the Greek or Hebrew roots of words. They may even choose to study an ancient language. Oswald and Kroeger have suggested that Thinkers are drawn to teaching. NTs are interested in finding the truth and value justice over mercy.

INTJ believers may find themselves somewhat at odds with church culture. Most religious organizations are led by Extraverts, because being a pastor requires a lot of people contact; Feelers, because pastoral work is a helping profession; and Judgers, because Judgers run everything.²⁰ In short, most pastoral staff is EFJ, and they naturally create an EFJ culture.²¹ I fear this approach can turn off INTJ churchgoers.

For example, is an INTJ likely to be enthusiastic when the EFJ pastor says cheerfully, “Okay, everybody! Stand up and give your neighbor a hug!”? (Your only hope is to sit at the far end of the pew, where your neighbors can’t reach you.) Or how about when the pastor suggests that members of the congregation stand up if they want prayer? How many INTJs are going to want to stand up in the middle of a *crowded room* to reveal that they *need help with something*? Only an EFJ could think this was a desirable way to interact with others. INTJs do not deal with their problems by asking loved ones for help (in fact, they hate asking for help, period); how much less a roomful of strangers? Then too, EFJs express their emotions freely and loudly; this makes INTJs uncomfortable. (What? Cry? In public?) The net result of this is to produce INTJs who have faith, but prefer not to set foot in a church building.

Another result of EFJ leadership is that churches tend to emphasize the Feeling values of these types (mercy, kindness), sometimes at the expense of the values of Rationals (justice, truth). I suspect that this imbalance drives many Rationals away from the church and raises the levels of atheism and agnosticism within the temperament beyond what they would already be.

Then too, an INTJ believer may embrace scientific views at odds with those of their religious community. The evolution/creation debate has opened a rift between the scientific community and the religious community that has not been so hotly contested since the days of Galileo and Copernicus. Given that Rationals (including *Christian* Rationals) tend to be the temperament responsible for these flare ups, it should be expected that NTs would favor the evolutionary standpoint. And indeed, a survey of university students found that those with NT preferences tended to prefer secular evolution rather than theistic evolution or creationism (read [here](#)).²² Although the study contained only one INTJ (a secular evolutionist), the trends pointed towards the fact that INTJs would be one of the types most likely to accept evolution as a valid scientific theory. A bent towards secular evolution would also be consistent with the type's tendency towards atheism.

Stress

INTJs tie with ENFPs as the type with the third lowest rate of heart disease/hypertension; in fact, only 15.4% of INTJs reported experiencing these conditions.²³ (For comparison, ENTPs were the

20 Oswald & Kroeger, 1988

21 Oswald & Kroeger found that Rationals are actually overrepresented among pastors (SPs are the underrepresented temperament) along fairly typical lines: ENTJs are the most likely NT type to lead a church, INTPs least likely. ENTJs composed 7.3% of one clergy sample while INTPs composed 1.8% of said sample. Curiously, females clergy tended to be more INP than males.

22 Embree, 2011

23 Myers, McCaulley, Quenk & Hammer, 1998

type with the fewest problems in this area with a 10.7% rate, while ISFPs were the type with the most problems with a 27.4% rate.) Given that INTJs and ENFPs are almost complete opposites, yet they tied, I wonder how much type actually affects these conditions? But of course, ENTPs and ISFPs are almost complete opposites too, yet they sit on opposite ends of the spectrum.

Myers, McCaulley, Quenk & Hammer (1998) found that INTJs regard school as a low stress activity. INTJs were also among the four least stressed types about "balancing home and work," "caring for aging parents," "health," and "children." If this were all the factors we had to consider, then INTJs would qualify as one of the least stressed-out types. Unfortunately, they were also among the top four types most stressed about "work," "finances," and "intimate relationships."

How do INTJs respond to stress? Keirsey (1998) has noted that the Rationals become impatient with everything and when under stress. Myers et al. (1998) found that INTJs were the type second most likely to seek professional help as a way to cope with problems and the type fourth most likely to "try to think of options." They were also the type fourth most likely to use exercise as a coping method, and the least likely to use TV. INTJs were the third least likely type to get angry and show it. They were ranked third lowest for relying upon religious beliefs.

Philanthropy

Gerdes (2010) examined the giving behaviors of each type in response to an internet advertisement soliciting money for classroom enrichment. In terms of likelihood to donate, ENFJs were the top givers, followed by ESFJs. In terms of unlikelihood to donate, ESTJs were least likely to give, followed closely by INTJs. Why is this?

It may have something to do with the fact that the Rationals were the temperament least affected by the emotional content of the ad. The ad viewers were asked to rate how the ad made them feel: guilty, angry, sad, happy, or hopeful. The Rationals rated themselves as experiencing the least emotions in all categories; they were also the least likely to donate. In fact, when given the chance to record a remark about the ad, the Rationals were the temperament most likely to critique and question the ad's message.

From most likely to give to least likely to give, the Rationals were lined up like so: INTP = ENTP > ENTJ > INTJ.

Another study of each type's values confirms the fact that INTJs are one of the types least likely to perform what are typically considered altruistic behaviors.²⁴ 24.1% of ENFJs reported that community service was "very important" to them, whereas only 4% of INTJs thought it was "very important." ENFJs rated community service the highest of all types, and INTJs the lowest. (The average rating was 11.3%.)

Now, is this a bad thing? Are INTJs (and Rationals in general) cold and selfish? It's not an either or question. Some NTs certainly are, of course (all types can be selfish), but on the whole I think they are not so much selfish as focused on *non-people-oriented* forms of service. For example, Nathaniel Bowditch, a mathematician, sailor, and INTJ, meticulously recalculated a set of popular mathematical tables so that ships would no longer be imperiled by the faulty numbers in the table. He also taught navigational mathematics to his uneducated shipmates so that they would be able to take on better jobs. If the goal of community service and charity is to lift up the unfortunate and alleviate misery, then Bowditch could certainly be called a charitable man—though not in a way that could be measured by volunteer time at a homeless shelter. To be sure, giving and volunteering are virtues to be desired, but they are not the *only* way virtue may be expressed.

24 Myers, McCaulley, Quenk & Hammer, 1998

One further note on giving. I suspect that Rationals are rather cool about donations because a.) They have a strong work ethic (the NT apostle Paul, who collected charity for those in need, wrote, "a man who will not work shall not eat.") and therefore fear that a free lunch may discourage industry, and b.) They would rather solve a problem once and for all rather than continue to endlessly pour maintenance into it. As the saying goes, give a man a fish and he will eat for a day; teach a man to fish, and he will eat for a lifetime. Rationals are the type least likely to be attracted by a short term solution, but most "save the children" pleas seldom go further than seeking to provide one more meal—while leaving the roots of problem untouched.

Type and Cultural Stereotypes for Males and Females

I am always impressed by how much ordinary people know about type. Not that they've ever heard of the MBTI or read a single book about it; they just picked it up naturally by observation.

For example, one study found that non-type-knowledgeable observers were able to describe Feeling women as having an "open" face and being attractive and good-looking. The observers also noticed that Thinking women have facial blemishes.²⁵

Oh, did I mention the cultural bias?

Sadly, most people are unconscious type bigots unless they've been taught otherwise. Each culture has a certain "ideal type" for men and women. Women, of course, are typically expected to behave like Feelers and men like Thinkers. In the United States, the ideal (and most common) type for women is ESFJ.²⁶ INTP women, on the other hand, are viewed the most negatively of all type/gender combinations.²⁷ In fact, the non-type-knowledgeable observers did not use a single positive adjective to describe female INTPs. INTJ women have only one letter in common with ESFJs. What does this mean for their cultural portrayal?

Thorne and Gough (1991) did a study of the adjectives and phrases that non-type-savvy observers used to describe people of various types of both genders.

Female INTJs

The sample of 24 female INTJs included 7 Berkeley sophomores, 10 women mathematicians, 6 law students, 1 student writer, 8 female mathematicians, 9 law students, and 1 resident of an ordinary county. The list below shows the statements and adjectives that non-type-savvy observers considered characteristic and uncharacteristic of the female INTJs.

High positive numbers indicate that the trait was considered strongly characteristic (i.e. .28), while low positive numbers indicate that it was considered less strongly characteristic (i.e. .19).

Low *negative* numbers indicate that a trait was considered strongly uncharacteristic (i.e. -.19), while high negative numbers indicate that it was considered less strongly uncharacteristic (i.e. -.11).

The descriptors were drawn from the Adjective Check List and the California Q-Set.

25 Thorne & Gough, 1991

26 Myers & McCaulley in Barger & Kirby, 1993

27 Thorne & Gough, 1991

**Traits Seen as Characteristic of Female INTJs
(From Most Characteristic to Least Characteristic)**

- Logical (.28)
- Precise (.27)
- Ambitious (.23)
- Methodical (.22)
- Planful (.22)
- Prides self on being "objective," rational (.22)
- Hard-headed (.21)
- Industrious (.21)
- Stern (.21)
- Thorough (.21)
- Deliberate (.20)
- Tends toward over-control of needs and impulses; delays gratification unnecessarily (.20)
- Is critical skeptical, not easily impressed (.20)
- Able to see to the heart of important problems (.19)
- Is emotionally bland; has flattened affect (.19)

**Traits Not Seen as Characteristic of Female INTJs
(From Most Uncharacteristic to Least Uncharacteristic)**

- Enjoys sensuous experiences (touch, taste, smell, physical contact, etc.) (-.19)
- Affectionate (-.18)
- Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification (-.16)
- Has warmth, the capacity for close relationships; compassionate (-.16)
- Feminine (-.15)
- Is unpredictable and changeable in behavior and attitudes (-.15)
- Interested in members of the opposite sex (-.15)
- Dependent (-.14)
- Easy-going (-.14)
- Gentle (-.14)
- Wholesome (-.14)
- Disorderly (-.12)
- Slipshod (-.12)
- Kind (-.11)
- Sentimental (-.11)

INTJ women clearly fared much better than their INTP counterparts. They were recognized for their thoroughness, industriousness, logic and ability to see to the heart of problems. But at the same time, they were seen as *not* being kind, wholesome or affectionate. And of course, they were seen as not feminine or as interested in the opposite sex. It was generally found that Thinking women as a group were viewed in a more negative light than Feeling women.

Both female and male INTJs took the prize as the most impassive type out of the ten types featured in the study. Female INTJs were seen as "emotionally bland; has flattened affect" and male INTJs

were seen as not being "facially and/or gesturally expressive." Again, they were the only two type/gender combinations that these descriptors were applied to. This confirms the theory that INTJs are one of the least emotionally expressive types.

Male INTJs

Traits Seen as Characteristic of Male INTJs (From Most Characteristic to Least Characteristic)

- Formal (.20)
- Tends toward over-control of needs and impulses; delays gratification unnecessarily (.18)
- Deliberate (.15)
- Logical (.14)
- Retiring (.14)
- Serious (.14)
- Prides self on being "objective," rational (.14)
- Aloof (.13)
- Methodical (.13)
- Painstaking (.13)
- Thorough (.13)
- Favors conservative values in a variety of areas (.13)
- Reserved (.12)
- Keeps people at a distance; avoids close interpersonal relationships (.12)
- Genuinely values intellectual and cognitive matters (.12)

Traits Not Seen as Characteristic of Male INTJs (From Most Uncharacteristic to Least Uncharacteristic)

- Is facially and/or gesturally expressive (-.21)
- Adventurous (-.17)
- Courageous (-.15)
- Enjoys sensuous experiences (touch, taste, smell, physical contact, etc.) (-.15)
- Outgoing (-.14)
- Friendly (-.13)
- Informal (-.13)
- Pleasure-seeking (-.13)
- Various needs tend toward relatively direct and uncontrolled expression; unable to delay gratification (-.13)
- Is self-indulgent (-.13)
- Good-natured (-.12)
- Unconventional (-.12)
- Tends to be rebellious and nonconforming (-.11)

INTJ males were viewed, on the whole, fairly well, though like the females they got stuck as not seeming "friendly" or "good-natured." But it is also interesting to note that male INTJs were not viewed as being "adventurous" or "courageous." Among the 10 types surveyed by Thorne and Gough, INTJs are unique in this regard. Male ENTJs were the only type that came close, being identified as "cowardly." Neither male nor female ISTJs/ESTJs were labeled in this manner.

It should be noted that the observers making these judgments had not actually observed INTJs in a dangerous situation. Their labels are based on "gut feelings" rather than evidence. Still, it would be interesting to know what precisely provoked said feelings. Even if incorrect—and I frankly believe it is—a mislabel can be damaging to the labeled person's credit. Let's look a little more closely at what constitutes courage for an INTJ.

Courage

Keirsey (1998) has noted that for Rationals, courage is a conscious decision. Unlike (say) the Artisans, who are too engrossed in immediate tactics to fully process the danger they are in, Rationals perceive the danger all too well and stiffen their resolve to meet it. Theirs is not reckless courage, but deliberate, willpower-fueled courage.

I suspect the reason male INTJs were viewed as not being “courageous” due to their naturally cautious nature. They do not take as many physical risks as, say, their ENTP opposites, who were characterized as both "reckless" and "adventurous."²⁸ Generally speaking, the types that float around the ITJ end of the spectrum steer clear of unnecessary danger, while the types that float around the ETP end of the spectrum like skydiving.

Later in this book we'll look at Nathaniel Bowditch, an INTJ who astonished his companions by remaining perfectly calm and controlled under perilous circumstances. Though he is merely one example, I think his case provides an excellent argument for the idea that INTJs have a willpower-based form of courage.

Nonconformity

After WWII, psychologists grew interested in the psychology of conformity and obedience. A number of revealing studies were undertaken that showed humans are surprisingly willingly to submit to others' authority.

In one such experiment (the Asch conformity experiment), psychologists wanted to see how much people's decisions were molded by those around them. The experimenters took a group of 5 -7 people and gave them a card with a line on it. They were instructed to compare the card to another card with three lines of differing length on it. The objective was to compare the two cards and decide which lines matched.

The trick behind the experiment was that all but one of the “test subjects” in the group had actually been hired by the experimenters. For each test, the fake test subjects would all choose one of the wrong lines and agree that it was correct. Then the reaction of the real test subject was observed to see if they would agree with the wrong conclusion.

The experiment demonstrated that the opinions of a group have a strong effect on the decisions of an individual. If left uninfluenced by others, the test subjects would almost always choose the correct line. But when the majority formed a unanimously wrong consensus, the test subjects would often subjugate their own opinions to those of the group. Test subjects agreed with the wrong answer 32% of the time, and 75% of the test subjects chose a wrong answer at least once. (However, it is significant to note that the remaining 25% did not agree with the wrong majority even one time. So about 1 out of 4 people seem to be immune to the consensus effect. Other subjects, however, agreed with the majority *every* time.)

Another result that emerged was that if one other member dissented—even if they gave the wrong

answer—the test subjects were much more likely not to go along with the false majority. So if one group member disagrees, it can embolden others to disagree too.

Many years later, type practitioners did a small study where people of various types were tested using Asch's experimental setup. The INs turned out to be least likely to conform, and IT and IN types conformed less than EF and ES types.²⁹

An INTJ's cooperation ceases when they decide the majority is wrong, and it is easier for them to take a stand than it is for most other types. By doing so, they set an example for others.

What Makes an INTJ?

Many INTJs who survived childhood trauma wonder if the experience was what gave them their personality. It probably contributed somewhat, but not completely. One Big Five³⁰ study of abused and neglected children found that they tended to display more S, T, and P traits than usual (read [here](#)).³¹ Not that the trauma changed their personalities completely—if all such children became STPs, then we would see a huge overrepresentation of STPs in population surveys, which of course we do not. So while abuse can change one's personality somewhat, it does not change it completely. It seems probable that a miserable childhood intensifies some INTJ traits while diminishing others.

So what *does* determine whether or not a person develops an INTJ personality? Part of the answer, at least, is genetics. Bayne (2005) summed up several MBTI and Big Five studies on personality and genetics by stating that there was an "approximate 50 percent figure for the heritability of personality." Clearly there is a biological basis for type, but we are only just now beginning to find out what that might be.

On an evolutionary side note. INTJs have been around for a loooooong time. Lauren & Kuczaj II (2007) summarized a list of studies on animal personalities (read [here](#)). Some or all of the Big Five personality traits have been observed in primate species, canine species, cats, equine species, pigs, rodents, rabbits, hedgehogs, fish, ferrets, dolphins, and octopi. Since the Big Five correlates with the MBTI, it is probable that the INTJ personality evolved long ago (like, the Cambrian, if not earlier) and has been preserved for eons as a basic trait of advanced life. There were probably INTJ tyrannosaurs, triceratops and velociraptors. Who knows—there may even have been INTJ trilobites. If we meet an alien species, it's certainly probable that there will be members of that species who are INTJs. Some INTJs feel like they're living among aliens already.

INTJ Places

Did you know that geography is related to personality? There are even studies to prove it. One such study used the Big Five to assess the personality traits of fifty-one samples of some several thousand people each, one for each state in the USA plus the District of Columbia.³² When averaged out, it became apparent that some states were more introverted than others, some states were more judging than others, etc. (read [here](#)). This raises an interesting question: is there an ideal INTJ culture within the United States?

29 Matthews, Miller, & Carskadon in Carlson, 1985

30 The Big Five and MBTI (mostly) measure the same thing in the sense that inches and centimeters both measure the same thing. However, the Big Five also judges a person's worth based on their letters, with ISTPs being the "worst" type of all. This inbuilt bias may have contributed to the researchers' conclusions.

31 Rogosch & Cicchetti, 2004

32 Rentfrow, Gosling, & Potter, 2008

The answer is, alas, no. But there are some states that are more suitable for INTJ habitation than others. I have compiled a list of the top ten most introverted, intuitive, thinking, and judging states for your convenience.

Introversion

1. Maryland
2. New Hampshire
3. Alaska
4. Washington
5. Vermont
6. Idaho
7. Virginia
8. Oregon
9. Montana
10. Massachusetts

Intuition

1. District of Columbia
2. New York
3. Oregon
4. Massachusetts
5. Washington
6. California
7. Vermont
8. Colorado
9. Nevada
10. Maryland

Thinking

1. Alaska
2. District of Columbia
3. Wyoming
4. Nevada
5. New York
6. Maine
7. Rhode Island
8. Virginia
9. Connecticut
10. Montana

Judging

1. New Mexico

2. North Carolina
3. Georgia
4. Utah
5. Kansas
6. Oklahoma
7. Nebraska
8. Florida
9. Arizona
10. Missouri

Friendships and Family Relationships

A major study found that INTJs rated their friendships as the least satisfying of all types.³³ Both INTPs and INTJs were viewed as keeping people at a distance, and they were the only two types described in this manner. Notably, this pattern did not hold true for relationships with their family members—for family relationships, INTJs were in the middle of the pack in terms of satisfaction. Nor was there anything out of the ordinary with their rated satisfaction for marriage/intimate relationships.

Therefore, it appears that something specific to INTJs is causing a friendship problem. (ITs and INFs were the runners up in terms of low friendship satisfaction and this group more or less tied for second least satisfied.) There appears to be no specific set of trends that would explain why INTJs have special problems in this area, though Thorne and Gough's (1991) adjective study did find that male INTJs were viewed not seeming "friendly."

The idea that INTJs have an issue in this area of friendships is confirmed by a study of the values of each type.³⁴ Only 30.8% of INTJs rated "Relationship/friendships" as "very important"--the lowest of all types. (The average was 62.6%, with ENFPs rating it the highest at 79.5%.) This leaves us with the question: do INTJs have low satisfaction with their friendships because they see them as being of low importance, or do they rate their friendships as being of low importance because they find them unsatisfying?

Interestingly, 65.1% of INTJs rated the value of "Home and family" as "very important." Though this is certainly a high valuation, it was still the lowest value placed on "Home and family" of all types. In fact, INTJs and INTPs were the only types that did not see "Home and family" as the most important value of all. (INTJs rated "Health" as more important. I suppose you can't enjoy your home and family if you're dead.) By comparison, the average percentage of respondents who thought "Home and family" was "very important" was 84.8%, with ENTJs ranking it the highest at 97.9%.

How to Get Friends?

Speaking as an INTP who went for several years without a friend, I understand how heavily the question of "Why can't I make friends?" can weigh upon a person's mind. At some point, a friendless person begins to assume that no one could, or would, desire their company. The logical INT solution is therefore to avoid fruitless interactions altogether and entertain oneself with solitary pastimes. True, INTs are probably better able to tolerate this sort of existence better than other

33 Myers, McCaulley, Quenk & Hammer, 1998

34 Myers, McCaulley, Quenk & Hammer, 1998

types, but that doesn't mean they should have to.

In the excellent book *Survival Games Personalities Play*, Delunas (1992) describes several case studies in which INTs found themselves unable to make friends or approach the opposite sex. In each case, the problem was not that her clients were in fact unlikeable people, but rather that they lacked the social skills to convey themselves to others. Delunas found that once the clients' social skills had been addressed, they saw swift improvement in their relationships. She further observed that introverted Rationals tend to have the worst social skills of all types. Here are some of the prescriptions she recommended for her Rational clients.

- Smile three times per day at people of your choice. Smiling probably works to reduce the perception others seem to have that the INTJ is "keeping people at a distance."
- Compliment others when an opening presents itself. You can bet this technique won't come naturally to a Rational, but it can be improved with practice.
- Offer "free information" about yourself, i.e. information not required to perform a task. I met an army interrogator once who described a game where the goal was to get the other person to talk as much about themselves as possible without volunteering any facts about yourself. For many INTs, this is a way of life. Even when queried for personal information, they tend to give minimal answers. Alas, monosyllabic responses don't give your conversation partner anything to work with, and so the conversation dies in awkward silence. By giving and soliciting free information, a conversation can be kept running.
- Read the book *When I Say No, I Feel Guilty* and start practicing the conversational techniques in the Communication chapter, i.e. asking open-ended questions, giving and receiving free information, etc. I assumed this book would be primarily about saying no (not something Rationals typically have a problem with) but in fact the book also covers topics of interest for those of us who have trouble conversing at length with other people. *When I Say No, I Feel Guilty* costs one penny, used, on Amazon.

Although not a technique mentioned in Delunas' book, I feel I should also mention another valuable resource produced by Robin Dreeke (ENTJ) who formerly had social problems because he tended to unintentionally trample upon other people's feelings in a critical, judgmental ENTJ way. Slowly he worked out what he was doing wrong and improved his interaction skills. Eventually he ended up running the FBI's Behavioral Analysis Program, where his skills in this area were honed to a fine point. Being a Rational, he naturally codified his observations into a set of "natural laws" for successful social interaction.

Essentially, Dreeke's techniques are a crash course in how to present yourself as a nice and friendly individual to strangers you wish to befriend or influence. Rather than summarizing up his techniques, I'll simply point you to a few five minute YouTube videos:

1. [How to Talk to Strangers: Part 1](#)
2. [How to Talk to Strangers: Part 2](#)
3. [Dopamine and Validation](#)
4. [Influence vs. Manipulation](#)

You can also get his [book](#) here for a reasonable price. I found Dreeke's straightforward approach and scientific emphasis appealing. You may find that you get a little more than you bargained for though: total strangers can be surprising garrulous when you encourage them in this fashion. Needless to say, this can be an effective ice breaker.

As it so happens, I have an INTJ friend. It's fun talking about nerdy INT things with her, and she's given me some of the most insightful advice on a project I've ever received. (I know I can always trust her to give me honest feedback without trying to water it down.) Our e-mails can get long.

How Many INTJs Are There?

The question of how many INTJs there are is complicated. In the first place, INTJs are the type most likely to be mistyped by the MBTI (specifically the Form M version, the current one).³⁵ Then too, the number of male INTJs is larger than the number of female INTJs.

The MBTI manual lists six population estimates for INTJs taken from various studies. Without accounting for the effects of mistyping or sex, INTJs are estimated at:

- 2.1% of the adult American population*
(Sample size 3,009)³⁶
- 2.62% of the high school American population
(Sample size 9,320)³⁷
- 1.4% of the adult UK population*
(Sample size 1,634)³⁸
- 2.05% of the high school Australian population
(Sample size 3,373)³⁹
- 1.8% of the high school New Zealand population
(Sample size 993)⁴⁰
- 4.3% of the high school Singapore population
(Sample size 1,733;)⁴¹

*Be chary about comparing the adult populations with the high school populations. There's a long explanation revolving around the necessity of sampling similar kinds of populations for comparative purposes, in this case adult vs. high school.

Percentages by Sex

When we divide the total amount of INTJs up by sex, we see that the U.S. population has approximately the following percentages of males and females:⁴²

- 1 – 3% female
- 2 – 6% male
- 2 – 4% total

Percentages and Mistyping

It is a curious fact that INTJs are the type most likely to be mistyped by the MBTI test. Here's how they figured this out:

Form M of the MBTI was used to type a large group of people. Afterward, trained type practitioners talked to each testee to see if the MBTI results were actually correct. For some types,

35 Schaubhut, Herk & Thompson, 2009

36 Myers, McCaulley, Quenk & Hammer, 1998

37 Myers & McCaulley, 1985 in Myers, McCaulley, Quenk & Hammer, 1998

38 Kendall & McHenry, 1998 in Myers, McCaulley, Quenk & Hammer, 1998

39 Macdaid, McCaulley, & Kainz, 1986 in Myers, McCaulley, Quenk & Hammer, 1998

40 Bathurst, 1995 in Myers, McCaulley, Quenk & Hammer, 1998

41 Lim, 1994 in Myers, McCaulley, Quenk & Hammer, 1998

42 Gerdes, 2010

the results were very accurate; for others, not so accurate. The INTJ assessment was the least accurate of all (read [here](#)).⁴³

The mistyping study found 449 people that tested as INTJs out of a larger pool of 8,836 people. This was the “reported type.” However, after examination by type practitioners, it turned out that in fact 698 of the testees were INTJs. This is called the “best fit type.”

Initially, it appeared that INTJs composed only 5.1% of the group.⁴⁴ But after correction, it turned out that they composed 7.9% of the group—an increase of 154%. So the current MBTI test gives a quantity of INTJs that is much lower than in reality.

Therefore we are left with the very real question of how far we can trust studies dealing with habits and traits of INTJs. Whenever you read a study that says, “10% of INTJs in the sample preferred the following...” what you are actually reading is, “10% the INTJs in the sample preferred the following, while an additional mistyped 5% preferred something unknown...” Unfortunately there’s not much one can do about this problem. INTJ data is going to be somewhat skewed toward a potentially unrepresentative subset which ignores about one third of the actual INTJ population. Bear that in mind as you read this book.

43 Schaubhut, Herk & Thompson, 2009

44 If you're wondering why 5.4% is so different from the 2 – 4% described earlier, it is because this group was not intended to be a representative population—it was simply a sample used for the purposes of testing how well the MBTI worked.

How to Tell INTJs Apart From INTPs

Before we go any further, we'd better look at the INTJ/INTP dilemma. One question that many INTs struggle with is, “Am I an INTJ or an INTP?” Even type practitioners themselves can be uncertain of their own type in this regard.

Type INTP is the type which most resembles INTJ. The resemblance is not merely superficial, but actually includes deeply held values.

However, many categorize INTJs and INFJs together on the basis of cognitive function theory. Here is a brief summary of why the cognitive functions are not much good for differentiating between INTJs and INTPs. (You can read more in Appendix 1.)

A recent study⁴⁵ set out to determine what exactly each of the cognitive functions consisted of—i.e. the researchers set out to determine a standard, agreed-upon definition for each cognitive function. To do this, they collected 152 descriptive words and phrases used in type literature to describe each cognitive function and its attitude (i.e. thinking introverted, thinking extraverted, intuition introverted, intuition extraverted, etc.). 31 type experts—authors, practitioners, trainers—were called in to review the list and decide which descriptors fit each of the eight function-attitudes.

The experts rated each descriptor's applicability to each function-attitude on a 1 to 5 scale. For 72 of the 152 descriptors, there was an expert consensus that a descriptor primarily matched a unique function attitude. For the rest of the descriptors, it was found that experts tended to assign the descriptors equally to two or more function-attitudes, or else didn't agree on any particular function-attitude at all.

So, how does this apply to type INTJ?

The original list of 152 adjectives included the following 25 descriptors, which type literature suggested were characteristic of Ni: overlooks details, mystical, trusts the unconscious, conceptual thinker, dreamy, forward thinking, imaginative, insightful, psychic sensitivity, reads between the lines, sees multiple perspectives, sees the whole picture, theoretical, thinks in flowing images, thinks in metaphors, visionary, absent-minded, artistic, forgetful, quiet, strongly individualistic, individualistic, overcomplexifies, detached, and likes mental models.

45 McPeck & Martin, 2012a; McPeck & Martin, 2012b

The 31 type experts considered the following *two* descriptors characteristic of Ni: "mystical" and "Trusts the unconscious." "Mystical" was also considered to be somewhat characteristic of Fi, and "trusts the unconscious" was also considered to be somewhat characteristic of Ne and Fe. This begs an obvious question. Why is it that out of 25 suggested descriptors for Ni, only 2 of them were actually sort-of-agreed-upon by type practitioners?

It is quite simple: no one actually knows what Ni is, and everyone is using their own unique definition of the term. Therefore *there is no one consensual meaning of Ni*—rather, there are 31 meanings of Ni, each one unique to a specific type user. Such sloppy non-definitions allow unlimited interpretations of data, thus making any claims for or against cognitive functions unproven and unprovable. Ni was, in fact, the most poorly differentiated cognitive function of all.

Another interesting point is that the raters' agreed-upon descriptors for Ti (the INTJ auxiliary) seem to match INTJs better than the descriptors for Ni (the dominant). Ti is, of course, the supposed dominant of INTPs/ISTPs.

12 descriptors were found that matched Ti.⁴⁶ The list was as follows: aloof, cold, desires internal logic, detached, in-depth concentration, independent, individualistic, likes mental models, overcomplexifies, pure intellectual, research-minded, and unique use of logic.

These 12 descriptors fit type INTP, as would be expected since Ti is the INTP's dominant function. But as far as I can tell, all 12 descriptors match *both* INTPs and INTJs equally well. However, only *five* of the descriptors seem to fit type ISTP (aloof, cold, desires internal logic, independent, and individualistic).

Ti is not the dominant of INTJs, yet the descriptors of Ti seem to fit both INTJs and INTPs to a tee. Ti *is* the dominant of ISTPs, yet the descriptors do not seem to fit type ISTP as well. Yet Ni, not Ti, is believed to be the dominant of the INTJ.

What can we say about this? Even if one accepts that the cognitive functions exist, the murkiness and paucity of these descriptors must give one pause. There would seem to be little use in trying to use the cognitive functions to tell INTJs apart from INTPs.

Here is a list of other characteristics that can be helpful in differentiating INTJs from INTPs.

Judging vs. Perceiving Differences

- INTJs like following a regular schedule. INTPs aren't interested in having a routine.
- INTJs tend to have neat rooms, cars, and desks. INTPs tend to have messy rooms, cars, and desks.
- INTJs like clear structure more than INTPs. Indeed, INTPs are the least enthralled with clear structure of all types.⁴⁷
- INTJs tend to make a plan and then follow it through. INTPs would rather just figure it out as they go along. Both types will create far-reaching strategies, however.
- INTJs are more persevering; INTPs are more flexible.
- INTJs are better at preparing in advance; INTPs are better at improvising on the spot.
- INTJs like to come to decisions quickly and seek closure; INTPs tend to leave their options open as long as possible so that they can gather information.
- INTJs tend to put work before play; INTPs tend to put play before work.

46 However, for 5 of these 12 descriptors, secondary matches with Te, plain N, and Ni were found. In short, the surveyed experts thought that those five descriptors mainly matched Ti, but also secondarily matched Te, N, and Ni.

47 Myers, McCaulley, Quenk & Hammer, 1998

- INTJs generally believe that there is a right way and a wrong way to do things (i.e. there is one right way to fold shirts or one specific place to keep the hairbrush) while INTPs neither seem to care about nor notice any particular method or sequence.⁴⁸
- INTJs hold onto their conclusions more strongly than INTPs. INTPs are less sure about their conclusions and more open to new data that may overturn them.
- INTJs tend to be naturally punctual; INTPs tend to be naturally late.
- INTJs get started early; INTPs wait to start.
- INTJs tend to make statements of opinion, i.e. "I think, I like, I dislike." INTPs tend to make open-ended statements that imply, but do not directly show, their opinion. INTJ: "The economy needs to be fixed." INTP: "The economy is in bad shape." INTJ: "They should change the timing on this stoplight." INTP: "This stoplight sure has weird timing."⁴⁹
- INTJs sound more confident than INTPs in their speech.
- INTJs tend to phrase their commands as direct orders, i.e. "Do this, go there, do not do this." INTPs tend to phrase their commands as implied suggestions, "This needs to be done, can you head over there?, I wouldn't do that if I were you." INTJs give directives, while INTPs give information.⁵⁰
- INTJs tend to put regular amounts of time in each day on a project; INTPs tend to work in sporadic bursts of energy with one giant effort right before the looming deadline.
- INTJs don't like surprises; INTPs do.
- INTJs use and complete to-do lists; INTPs make to-do lists but may not ever finish them.
- INTJs feel compelled to finish what they start; INTPs don't mind leaving things half complete.
- INTJs tend to dress more neatly than INTPs, but both types will dress unfashionably.
- INTJs are less playful than INTPs.⁵¹
- INTJs have a higher need for control than INTPs.

Various Differences

- INTJs excel at creating elaborate plans with *timelines* more than INTPs do; INTPs excel at organizing timeless systems more than INTJs do.⁵²
- INTJs are more likely to carry their ideas out in the real world. INTPs are content simply to come up with an idea and work out the design; they do not really feel the need to carry it out.
- Associated with the item above, INTJs are seen as more hardworking than INTPs.
- INTJs seem more "cool"⁵³ or less "nice" than INTPs. The impassive, unblinking INTJ "stare" is more penetrating and discomfiting than the equivalent INTP stare.
- INTJs are less creative than INTPs.⁵⁴
- INTJs tend not to be very stressed out about their children, whereas INTPs tend to be stressed out about their children.⁵⁵
- INTJs are more conventional than INTPs⁵⁶

48 Kroeger & Thuesen, 1994

49 Kroeger & Thuesen, 1994

50 Keirse, 1987

51 Myers, McCaulley, Quenk & Hammer, 1998

52 Keirse, 1998

53 Tieger & Barron-Tieger, 2000

54 Cheng, 2007

55 Myers, McCaulley, Quenk & Hammer, 1998

56 Thorne & Gough, 1991

Stress, Sickness, Bad Habits

- INTJs don't get (mis)diagnosed with personality disorders as often as INTPs.⁵⁷
- INTJs are *much* less likely to smoke than INTPs.⁵⁸
- INTJs have more coping mechanisms than INTPs.⁵⁹
- As a result of combat, INTJs are more likely to develop major depression, while INTPs are more likely to develop Post Traumatic Stress Disorder.⁶⁰

Jobs

- If you are typically dissatisfied with your job and tend to job hop a lot, then you are probably an INTP. INTPs are much less satisfied with their jobs than INTJs.⁶¹
- If you like and are confident in your ability to work with your hands, do outdoor work, do maintenance, perform construction, etc., then you are more likely to be an INTP than an INTJ.⁶²
- If you are performing a job that entails the appreciation, consumption, or critique of art, literature, dance, poetry, etc., then you are more likely to be an INTP than an INTJ. If you are performing a job that involves analysis, problem solving, and research, then you are more likely to be an INTJ than an INTP.⁶³
- INTJs are much more likely to be found in a leadership role than INTPs.

Values

- INTPs place a higher value on autonomy than INTJs. INTJs place a higher value on achievement than INTPs.⁶⁴
- INTPs place a higher value on friendships than INTJs and tend to enjoy their friends more.⁶⁵

School⁶⁶

- INTJs enjoy school more than INTPs.
- INTJs get better grades than INTPs.
- INTJs tend to find school highly unstressful; INTPs tend to find school highly stressful.

Recreation⁶⁷

- INTPs tend to view writing as a fun leisure pastime; INTJs do not.
- INTPs are slightly more likely to enjoy appreciating art than INTJs.

57 Coolidge, Segal, Hook, Yamazaki & Ellet, 2001

58 O'Toole, 1999

59 Hammer in Myers, McCaulley, Quenk & Hammer, 1998

60 Otis and Louks, 1997. This study did not have many INTJs, so the results should be treated with caution.

61 Myers, McCaulley, Quenk & Hammer, 1998

62 Myers, McCaulley, Quenk & Hammer, 1998

63 Myers, McCaulley, Quenk & Hammer, 1998

64 Myers, McCaulley, Quenk & Hammer, 1998

65 Myers, McCaulley, Quenk & Hammer, 1998

66 Myers, McCaulley, Quenk & Hammer, 1998

67 Myers, McCaulley, Quenk & Hammer, 1998

- INTJs enjoy exercise more than average; INTPs can take it or leave it.
- INTJs are less likely than average to watch 3 or more hours of TV per day. INTPs are average in this respect.

Religion⁶⁸

- INTJs are about twice as likely to be atheistic as INTPs.
- INTJs are a bit more likely to be atheistic than agnostic; INTPs are a bit more likely to be agnostic than atheistic.

Areas That Are Too Similar to be Used as Diagnostic Criteria

- Marital satisfaction.⁶⁹
- I.Q.⁷⁰
- Argumentativeness⁷¹
- Love for computer gaming⁷²
- Both INTJs and INTPs are confident in their ability to perform 1.) jobs that involve analysis, problem solving, and research and 2.) jobs that involve office work, performing work on a computer, accounting, filing, etc.⁷³
- Both types have nearly the same likelihood of developing heart disease and hypertension.⁷⁴

I Still Don't Know My Type

The INTJ/INTP confusion is exacerbated when nurture has heavily modified nature, or when the person in question sits riiiiight on the line between J and P.

If you still aren't certain what type you are—and you really care—then you should probably just hack up the money and take the MBTI. (I'm serious, you can't trust those internet tests. The authors have not done studies on whether their test is affected by gender or cultural bias; nor have they done studies to verify whether the test is producing accurate results. Then too, they haven't attempted specifically to address the issue of people who sit on the line. The MBTI, on the other hand, has addressed all of these areas over the course of several iterations.)

Make sure that the testing organization will provide you with your *continuous* scores, i.e. whether you are a very clear or very slight Judger (see Appendix 1). If you have are confused about whether you are an INTJ or an INTP, then chances are you have a very slight J or P. Once you have your continuous scores, then you can verify for yourself exactly how close you are to the middle.

If it turns out that you are a middle-of-the-roader, there is a special version of the MBTI test (called the MBTI Step II) which has been specially designed to disambiguate uncertain type. It also demonstrates exactly how a person is different from the “standard model” of their type, i.e. a person may have five out of the six usual “facets” (characteristics) of Extraversion, but behave like an

68 Myers, McCaulley, Quenk & Hammer, 1998

69 Myers, McCaulley, Quenk & Hammer, 1998

70 McCaulley & Kainz; McCaulley & Natter; Myers & McCaulley in Myers, McCaulley, Quenk & Hammer, 1998

71 Loffredo & Opt, 2006

72 Myers, McCaulley, Quenk & Hammer, 1998

73 Myers, McCaulley, Quenk & Hammer, 1998

74 Myers, McCaulley, Quenk & Hammer, 1998

Introvert in one particular area.

If after all this, you still don't know your type, don't despair! There are good things about being both an INTJ and an INTP. You may have to reflect on the matter for awhile, but eventually it will probably become clear to you. If not, then maybe you're simply an INTX middle-of-the-roader, a position which comes with its own advantages. Middle-of-the-roaders enjoy "amphibian" benefits because they are able to straddle the boundary between land and water and enjoy the skills of both sides. People with slight preferences are favored to succeed in situations where frequent flip flop between preferences is necessary, or when success hinges on a good balance of skills. However, just as a frog cannot swim as well as a fish nor run as well as a horse, so a middle-of-the-roader is not as favored for success in situations where one preference is consistently or strongly required. So, having a slight or clear preference is neither good nor bad; it merely indicates which ecologic niche you operate best in. And since there are all kinds of niches in this world, all kinds of preferences are necessary to keep things running.

One final thing I would like to make clear before we go on is not to apply generalities as rules. Throughout this book I will be emphasizing the differences between INTJs and other types, and the inevitable result is a somewhat exaggerated picture of INTJ characteristics. INTJs and INTPs differ in a dark grey vs. light grey sort of way rather than a black and white way, but in order to make the difference visible, the contrast must be turned up until black and white can be clearly seen. The reality, however, is seldom so dramatic or clear cut.

Fictional INTJs

Why study fictional characters? Isn't it unrealistic to study made up people?

Not as much as you one expect. Montgomery (1989) wrote of "the mirror of fiction," wherein a skilled author takes what they have observed of human nature and converts it into characters who seem like real life people. Rather than being a patchwork quilt of contradicting J, P, E, I, T, F, N and S traits, most characters have an internally consistent personality, because the author infused them with characteristics which they themselves had already observed in real life.

There are of course exceptions; for example, the "Mary Sue" is a character that has every possible virtue and no flaws. Or sometimes authors will change the personality of their character as they add sequels to the original work. If you have a television series written by multiple writers, different versions of a character will sprout up because different writers emphasize different aspects. Alternately, when a character (for example, Sherlock Holmes) is reenvisioned over and over, different versions will appear over time.

To avoid these pitfalls, I have chosen characters with an internally consistent, stable personality and a realistic set of virtues and flaws. The works they have been drawn from represent the first envisionment of the character by the original author.

Advantages of the "Mirror of Fiction"

Briefly, the advantages of studying INTJs in a fictional setting are the following:

- It allows us to do is explore scenarios that would be otherwise be difficult to study in real life. INTJs are private people, and their sparse biographies reflect this.
- It gives us an opportunity to dissect good examples of type-based behavior without getting sued by real life people.
- It reveals some of the INTJ archetypes and how they fit into our cultural mythos.
- It dramatizes INTJ traits, making them stand out clearly.

Problems with the Mirror of Fiction

Perhaps you have been in those endless internet discussions over what type a certain character is. There's a reason the discussions never seem to get anywhere. Here's why.

A study on type and personal heroes found that although people do not always choose heroes of

their own type, they *do* project their own type's characteristics upon their heroes.⁷⁵ For example, suppose you have an ESTP hero. An INTJ notices moments of introversion or reflection, while an ENFJ notices moments of compassion or selflessness. Like the blind men and the elephant, each type particularly notices aspects of the hero that they most relate with.

So when looking in the mirror of fiction, we must take care to be beguiled by our own preferences. I will give supporting evidence for most of the people I type in this book.

On a side note: it appears that people seek out heroes of their own type more often than heroes of the opposite type. Out of the 196 heroes in the study, 52 (27%) had a personality matching the adolescent's own type, while just 3 (2%) were the exact opposite type. Roughly speaking then, people are something like 14x more likely to choose people of their own type as heroes than an opposite type.

Fun fact: the majority of Rationals depicted in Saturday morning cartoons are genius villains who probe the mysteries of science and make brilliant breakthroughs in technology. These characters are perfect role models for NTs save for the minor shortcoming of being evil. "What's wrong with me? Why do I always like the villains?" Rationals wonder.

Notes on Type Identifications

Figuring out a fictional character or real life person's type can be an illuminating experience; it can also make one aware of just how inadequate type-based stereotypes are when describing actual human behavior. On several occasions I have found my pet theories disproven by a real life example and have been forced to rethink them in accordance with the new data. But this makes it doubly important to get a person's type right to begin with.

Here are a few rules of thumb that can prevent errors:

First and foremost, no single piece of evidence is *EVER* conclusive on its own. A common mistake is to fixate on a couple items of evidence and assign them a huge amount of weight, i.e., "All INTJs do this" or "Only INTJs can do this." So for example, people will say, "An INTJ would *never* do that because they have too much self control." Or "INTJs are the *only* impassive type; this person was described as impassive; therefore they can *only* be an INTJ."

There is an exception to every rule; in fact, INTJs cannot claim exclusivity on *any* characteristic that I know of. Even if INTJs are the type most likely to embody a particular trait, there are 2-3 other types that also have the trait in abundance and could plausibly be described as possessing it.

Then too, one must always look for explanations other than type for a behavior. An extravert who avoids people because he has been teased and bullied by his peers is not an introvert, despite outward appearances. A perceiver's job may require them to be more organized than they would naturally prefer.

Finally, one must allow for individual variation. Some INTJs are very clear in their type; others have moderate preferences. Any particular INTJs may be very close to being an INFJ, ENTJ, INTP, ISTJ, etc. Never mistake a type's *average* characteristics for a rule that *always* applies to *everyone* of the type. An average is simply something that *usually* applies to *most*.

Therefore one must not give in to the temptation of simplistic certainty. It is only when the preponderance of dozens of pieces of weak, good, and even excellent evidence begins to point towards a single type that an identification can be made.

75 Petersen, 1993

It is better to rely on information dealing with a famous person's daily habits, speech patterns, etc. rather than (say) major government policy decisions, job position held, etc. Dozens of un-type related factors go into the latter, but not the former; therefore daily habits are a better source for typing information than major decisions. I also recommend typing famous people using information about how they behaved before they became famous. These behaviors are more natural and less self-conscious.

For this reason, the most useful sources of information are books that delve heavily into the nitty gritty of a celebrity's personal life. Books that merely report “dids” and “didn'ts” like, “Then he enacted this policy, then he traveled here, then he made this speech” are almost worthless for identifications—you can go for 100 pages without finding a single useful indication of a person's type. What you want are books that delve into the intimate details or character of the person, preferably with lots of anecdotes from the person's close friends, enemies, and acquaintances. Biographers seem to make a habit of describing a person's temperament for the first three chapters of the book, and then going into the dids and didn'ts for the next twenty chapters. For a quick identification, just read the first fifty pages.

One final caution is to avoid using the cognitive functions when making an identification. Besides the fact that there is no evidence for the functions' existence, there is also the fact that the definitions of Fe, Fi, Te, Ti, etc. are vague and tend to overlap each other to an unacceptable extent. I would not consider them a practical tool; rather, it is likely they will confound a correct analysis (See Appendix 1).⁷⁶

Process

When trying to identify a person you suspect is an INTJ, it often works best to first establish temperament, then introversion/extraversion, then finally judging/perceiving. You can work in any order, but this is the order in which the pieces often seem to fall into place.

I find that the easiest thing to determine about a person is whether or not they are an NT. The Rational profile is highly characteristic, and an interest in math, science, or anything complex, abstruse and technical is almost always accurate in marking the temperament.

The next easiest thing to establish is whether or not a person is an introvert or an extravert. Biographers are usually quick to say if a person is quiet and reserved. In fact, if a biographer fails to mention those characteristics, it is a pretty good bet that the person in question is an extravert, even if the biographer doesn't directly mention it. Extraversion is considered normal and hence not worthy of remark; introversion is considered atypical and worthy of note.

Usually the most tricky part of an identification is determining whether an INT is a Judger or a Perceiver. Ironically enough, this would be one of the easiest things to figure out if you could meet the person face to face. But for whatever reason, biographers are not terribly interested in describing a person's J/P traits. When the traits are mentioned, they are often contradictory, with the word “orderly” (a J indicator) used in one sentence and the word “indecisive” (a P indicator) used in the next. Words describing J/P tend to have many possible interpretations depending on context. Interpret with caution.

A Small List of Fictional INTJs

We won't necessarily be profiling all of these people in this book, but I thought it would be interesting to list them anyway.

Science Fiction

- **Susan Calvin** – A robot psychologist from Isaac Asimov's stories.
- **Soundwave** – A completely blank-faced Decepticon spymaster from the 1984 TV series *Transformers*.
- **Seven of Nine** – A former Borg slowly relearning what it means to be human. (Star Trek: Voyager)
- **Jean-Luc Picard** – Captain of the starship Enterprise. (Star Trek: The Next Generation)
- **Koji** - Leader of a trio of boys trying to stop the rise of a new world order by going back in time to change events. (From the TV show Generator Gawl)
- **Doctor Octopus** – One of Spider-man's earliest foes, "Doc Ock" was an evil nuclear scientist who ended up getting four thought-controlled metal tentacles fused to his body. (From the comic series Spider-Man)

Classics

- **Athos** – The leader of the three Musketeers.
- **Mr. Darcy** – The tall, rich, and handsome romantic interest from *Pride and Prejudice*.
- **Mr. St. John** – A clergyman who seeks the Jane Eyre's hand in marriage so that she can serve as a companion on his missionary journey to India. (From the book *Jane Eyre*)
- **Van Helsing** – A grey-haired professor who led the group that hunted down Dracula in Bram Stoker's original novel.

Detectives and Their Bête Noires

- **Jupiter Jones** – Leader of a team of boy detectives from the book series *The Three Investigators*.
- **Hercule Poirot** – Detective from the famous Agatha Christie series.
- **A.J. Simon** – Private detective from the *Simon & Simon* TV series.
- **Adrian Monk** – Obsessive compulsive detective from the TV series *Monk*.
- **Nero Wolfe** – Detective from Rex Stout's classic series.
- **Professor Moriarty** – The infamous arch-rival of Sherlock Holmes.
- **Mordecai Heller** – Ice-blooded (and obsessive compulsive) feline hit man from the webcomic *Lackadaisy*.

Archetypes

If you've ever spent time cruising [TV Tropes](#) or analyzing Joseph Campbell's contributions to Star Wars, you're probably familiar with the concept of archetypes. (Then again, maybe you learned about them the boring way in English class.) An archetype is a sort of universal pattern that appears over and over in storytelling. The damsel in distress. The shadowy mastermind. The magical token that will help defeat the monster. The wise old man.

Archetypes and type have long gone together because of a distant connection in the form of Carl Jung, the psychologist who originally came up with type theory before it was picked up and codified by Isabel and Katherine Myers. Jung was fascinated by the symbolism of dreams and the idea of a culture's collective unconscious as expressed through archetypes.

Since Jung's time, many different systems of archetypes have emerged, each seeking to identify universal patterns in storytelling. One of these systems, the Pearson-Marr Archetypes or PMAI for short, seeks to identify how archetypes fit into the overall life journey of a human being—i.e. *preparation*, or skill-building preparatory to a quest; *journey*, or a quest with tests; and *return*, where the individual reaps the fruits of the journey and brings benefits to others. For each of these three areas, the PMAI model suggests four archetypal roles.

- *Preparation*: Innocent, Orphan, Warrior, Caregiver
- *Journey*: Seeker, Lover, Destroyer, Creator
- *Return*: Ruler, Magician, Sage, Fool

For a complete description of each of these roles, see page 2 [here](#). I'm only going to describe the roles that were found to describe INTJs.

The PMAI archetypes were turned into a questionnaire so that people could see which roles they related most strongly with. The questionnaire was given to a group of 369 people (including 8 annoying rare INTJs) in Finland who had also been tested with the MBTI (read [here](#)).⁷⁷ The idea was to see whether there were any relationships between type and archetype. Eight INTJs is a small and nonsignificant⁷⁸ sample, so we'll just remember to be a bit skeptical.

There were several archetypes for which INTJs expressed preferences and nonpreferences. The nonpreferences were the Lover, Caregiver, and Ruling Warrior. The preferences were the Magical Creator (Magician + Creator) and Ruling Sage (Ruler + Sage). It was possible for a person to fit more than one archetype. (Don't worry, the rest of book won't sound this pseudoscience.)

INTJ Archetypes

1 Lovers (1 INTJ total, 0.47 times as many as would be expected in comparison to the general population)

2 Caregivers (2 INTJs, 0.83 ")

2 Ruling Warriors (2 INTJs, 0.72)

3 Magical Creators (3 INTJs, 1.19)

6 Ruling Sages (6 INTJs, 1.98)

⁷⁷ Hautala & Routamaa, 2008

⁷⁸ This means that the statistical power of the test was not really high enough to be trusted in this area, and therefore the results may simply be due to random chance.

The Ruling Sages strive for truth, objectivity, challenges and leadership. The Magical Creators explore creative new ideas, imagine and transform their world, and bring about change. INTJs are one of the most straightforward—truthful—types. As NTs they value objectivity and seek challenges. Their TJ orientation gives them a better-than-average ability to lead. They search continually for new knowledge and seek to use it in their projects. I would say the PMAI archetypes seem accurate for INTJs.

And what of the Lovers, Caregivers and Ruling Warriors? The ESFJs pretty much cornered the market on Lovers and Caregivers, while the Ruling Warriors were ENTPs and ISTJs. It seems that INTJs are not too interested in nurturing roles.

INTJ Tropes

Moving away from the PMAI model and heading into the realm of TV Tropes, INTJs can commonly be found filling the following roles. We will discuss many of these in the book.

- **The Mastermind/Shadowlord/Puppeteer**

A silent, faceless figure, the shadowy INTJ Mastermind manipulates people like chessmen, runs secret organizations (good or evil) and controls events from afar. These people literally lurk in the shadows to hide their identity—at least until they gain ultimate power.

- **The Spymaster**

A variant of the Shadowlord, the INTJ Spymaster controls an organization devoted to gaining secret knowledge and exercising control through stealth and information.

- **The Hitman**

Cold-blooded, efficient killers who work alone, the INTJ Hitman plans out their crime in meticulous detail and kills precisely from a distance.

- **The Wizard/Scientist**

Possessors of knowledge and power, the INTJ Wizard/Scientist exercises astonishing control over forces supernatural or scientific.

- **The Mad Scientist**

An evil variant of the Wizard/Scientist, the INTJ Mad Scientist seeks to use their knowledge for dark and strange purposes. The Mad Scientists are not in fact barking mad, but rather choose to embrace a different view of reality than the majority of people.

- **The Robot**

Having vast knowledge but zero humanity, the silent, emotionless, expressionless INTJ Robot acts purely on the basis of logic.

- **The Technorace**

When INTJs create a civilization, it is technologically advanced, highly logical, hierarchically organized, and almost unkillable.

Note that INTJs are not the only types that can fill any of these roles, but they are one of the dominant players. Note how many of these archetypes are evil. Are these the role models we want for young INTJs?

INTJs in Love

Problems with Studying Type and Love

So, what are the connections between type, attraction, love and marriage? Actually, they haven't been well studied yet. The question is more complicated than you'd think.

Partner selection (the biggy) actually has fairly few correlations with type. The studies that do exist are too small for the purpose of studying INTJs. The problem is this: to answer with certainty the question of whether or not certain types are attracted to certain other types, we would need to sample at least 136 potential pairings. And this would merely give us one example of each type matched with every other possible type. But if you wanted actual results, you would need to have several dozen times times this number of pairings. Big studies get expensive.

Furthermore, that still doesn't answer the question of whether initial attraction implies marital satisfaction, or how to interpret the results. For example, suppose that you simply wanted to see if people are drawn to those with more or less similar personality types. To do this, you might try comparing the amount of letters that each of the partners have in common. So then if you had an ENTJ-ENFJ pairing with high attraction, you would say, "Aha, three letters in common! Similarities attract!" But in fact, ENTJs and ENFJs are as different as night and day. If anything, this is proof that opposites attract. The other way to measure satisfaction is to compare completely opposite types, i.e. are INTJs more attracted to INTJs or to ESFPs?

Ah, but how does one measure satisfaction? Each type has different satisfiers; the gesture of love that one type finds deeply meaningful may be shrugged off by another type as dull or frivolous. Some types have high needs in certain areas and low needs in others; is it possible to define "satisfaction" in a way that equally represents the opinions of everyone? Finally, how do we deal with the problem of the type whose perfect match is the rare INFJ, a personality which is hard to find, let alone marry? Even if type A is madly attracted to type B and they would be absolutely perfect together, it doesn't do any good if type B is rare and unavailable. So perhaps type A will marry another, more common type (type C) in droves. Thus the study would "prove" that type A and type C are highly compatible, when in fact type A is actually more compatible with type B.

Has any study accounted for these all problems? Nope.

So, don't be too concerned if your beloved doesn't match the "ideal" type recommended by any particular theorist. Everybody else is in the exact same boat, and we seem to be floating around fairly randomly. Type is merely one of dozens of factors that goes into making a successful match.

INTJ Matches: Research and Theory

Keirsey (1998) believed that the best partner for the INTJ is the ENFP Champion. He arrived at this conclusion by reversing all preferences save for Intuition, which he came to believe was important in a relationship for communication and mutual interests. The INTJ, he suggested, will be intrigued by the ENFP's bubbling overflow of life, warmth, and spirit. The ENFP, for his or her part, appreciates the INTJ's inner core of strength, their gift for strategic planning, and their enigmatic reserve.

This theory is the popular in MBTI circles, but is it correct? While Keirsey's description of the match's dynamics is accurate, it seems that INTJs actually prefer other INTJs. Let's take a look at the research.

A study containing 41 INTJs found that they were more likely than average to marry fellow INTJs.⁷⁹ Male INTJs were 3.85 times more likely than average to marry a female INTJ, while female INTJs were 2.22 times more likely than average to marry a male INTJ. Male INTJs did not ever marry female ESFPs, nor did female INTJs ever marry male ESFPs. It would seem that for INTJs, similarity attracts.

So the INTJ-INTJ pairing is slightly more common than average, but is it actually the *best* match?

Marriage and Satisfaction

A study found that INTJs expressed moderately low satisfaction with their marriage/intimate relationship compared to other types.⁸⁰ However, this is relative since most Sensors had higher satisfaction than most Intuitives. When compared to other Intuitives, INTJs expressed an average level of satisfaction.

Referring back to the study which examined the 41 INTJs,⁸¹ it was found that 56% of the INTJ women were in a relationship where both partners were satisfied; similarly, 54% of the INTJ men were in a relationship where both partners were satisfied. None of the INTJ men were in a relationship where they were satisfied, but their wives were not. 11% of the INTJ women were in a relationship where they were satisfied but their spouse was not.

We can also look at the question of marital satisfaction from a temperament perspective. Tieger and Barron-Tieger (2000) found Rational-Rational pairings have an average satisfaction rate of 59%; this fits in with the idea that INTJs prefer relationships with other INTJs. But in fact, Rational-Idealist pairings have an *even higher* satisfaction rate, namely 65%. (Note that this was the *Rational* rating for the pairing; Idealists rated the pairing at 64%).

What about the other temperaments? Guardians with a Rational spouse tended to have a 62% satisfaction rate, whereas Rationals with a Guardian spouse reported a 52% satisfaction rate.

As for the SPs, Artisans with a Rational spouse tended to have a 73% satisfaction rate, while Rationals with Artisan spouses tended to have only a 54% satisfaction rate.

So are you confused yet? Let's summarize.

79 Marioles, Strickert & Hammer, 1996

80 Myers, McCaulley, Quenk & Hammer, 1998

81 Marioles, Strickert & Hammer, 1996

- Rationals were 65% satisfied with Idealists.
- Rationals were 59% satisfied with Rationals.
- Rationals were 54% satisfied with Artisans.
- Rationals were 52% satisfied with Guardians.

But satisfaction between temperaments was not equal. In fact, all the other temperaments rated the Rationals higher than the Rationals rated them (see below). Tieger and Barron-Tieger suggested that NTs may rate their partners lower than average since they tend to be the most critical temperament and set particularly high standards. This would tend to depress Rational scores more than would be reflected in reality.

Seen from a reverse perspective, here is how the Rationals were viewed by other temperaments:

- Artisans are 73% satisfied with Rationals
- Idealists are 64% satisfied with Rationals
- Guardians are 62% satisfied with Rationals
- Rationals are 59% satisfied with Rationals

Isn't this a fascinating mess of information? Let's put it into context. **Orange = Guardian, Purple = Idealist, Green = Artisan, and Blue = Rational.**

- **SJ x SJ** 79%
- **NF x NF** 73%
- **SP x NT** 73%
- **SJ x SP** 71%
- **NT x NF** 65%
- **NF x NT** 64%
- **SP x SJ** 63%
- **SJ x NT** 62%
- **SP x SP** 59%
- **NT x NT** 59%
- **SJ x NF** 58%
- **NT x SP** 54%
- **SP x NF** 54%
- **NT x SJ** 52%
- **NF x SP** 51%
- **NF x SJ** 46%

Now, I must emphasize strongly that it is a mistake to generalize by temperament—it's frequent that types will go counter-temperament, and temperament is *not* the definitive factor in explaining type-based behavior half of the time—but since we don't have anything better to go on...

Ever since Keirsey published *Please Understand Me II* in 1998, it has generally been accepted that the Idealists are the best partners for the Rationals. This appears to be true—at least from the Rational point of view. The Idealists, however, actually tend to be more satisfied with other Idealists, having a satisfaction rate of 73%.

But Rationals are the second favorite choice for Idealists. Indeed, NF-NT and NT-NF satisfaction rates fell within 1 percentage point of each other—a very equal evaluation indeed. And if we accept the fact that Rationals tend to be overcritical and depress their satisfaction ratings, it may be that Rationals actually like Idealists even more.

This equality is in stark contrast to the SP-NT and NT-SP pairing. It appears that Artisans are delighted with Rationals, but Rationals are ambivalent about Artisans and Sensors in general. The Guardians, for their part, are just not too satisfied with either Rationals or Idealists, but really go for other Sensors. It would seem that for Rationals, Idealists generally make the most satisfying temperament pairing.

One further thing that should be noted is that Rationals reported a narrow range of satisfaction compared to other types.

- Rationals: 52% - 65% (13 percentage points of difference)
- Artisans: 52% - 73% (21 percentage points of difference)
- Guardians: 58% to 79% (21 percentage points of difference)
- Idealists: 46% - 73% (27 percentage points of difference)

Compared to other types, the Rationals don't seem to have much to lose if they make a random choice.

Tieger and Barron-Tieger also examined how the T/F and J/P differences can affect relationship satisfaction. The top four most satisfied pairings were as follows:

- TJ – TJ 74% satisfied
- FJ – FJ 72% satisfied
- TJ – TP 71% satisfied
- FP – FP 70% satisfied

The four least satisfied pairings were the following:

- FJ – TJ 58% satisfied
- TP – SJ 55% satisfied
- TJ – FJ 49% satisfied
- TP – TP 56% satisfied

What Do INTJs Want in a Relationship?

Tieger and Barron-Tieger (2000) ranked the relationship values of each type, including both what the type saw as important and what they did not see as important. For the INTJs, the self-reported characteristics that were seen as most important included:

1. Fidelity⁸²
2. Mutual support
3. Mutual commitment
4. Intellectual stimulation
5. Being listened to
6. Shared values
7. Having fun together

The less important characteristics were:

1. Shared religious beliefs
2. Security
3. Financial security

82 73% of INTJs saw this as being "most important" to a relationship.

4. Similar parenting styles
5. Spending time together
6. Spiritual connection

INTJ/Idealist – “The Soulmate”⁸³

What do NFs want in a relationship? Above all, they want to develop a deep, intimate connection with their partner.⁸⁴ This is the unique and distinguishing feature of NFs in a relationship: they all place a high value on intimacy. One expression of this is the NF tendency to hug, touch, and snuggle. They also like to hear frequent spoken or written words of appreciation and love. (This particularly applies for EFs.)

One of the things that draws INTJs and NFs together is a mutual fascination with intuitive conversation. Both parties are surprised to find that the other is easy to talk to; under normal circumstances, the NF and NF were required hold back the true extent of their ideas because other people dozed off midway through the second sentence. To be allowed to fully share one's thoughts is a rare treat. The unique point of view offered by each side keeps the conversation interesting. The INTJ is excited to find someone who can keep up with them in a conversation and grows to appreciate the NF's unique intelligence. They are surprised to discover a person who is complex, authentic and caring. The NF is fascinated by the INTJ's original mind.

NFs often express appreciation for how cool, calm and objective INTJs are, a comforting rock that provides stability, strength and perspective during times of emotional stress. Idealists also admire the strong principles and independent spirit of INTJs. The ENFPs, with their unique liking for "humor" in a relationship, appreciate the INTJ's clever wit and subtle sarcasm. The INFJs, with their particular emphasis on "companionship," enjoy how INTJs will spend quiet time with them, i.e. sitting on the couch, reading and snuggling.

INTJs enjoy the warmth and sincere empathy that NFs bring to a relationship; they are struck by the NF's interest in helping others. It will also come as a new experience to meet someone who really thinks about philosophical questions, history, religion, books, etc. Both parties are pleased to have someone who is genuinely interested in their unconventional ideas.

The Idealists are very much into arts and culture; they enjoy the theater, art museums, writing, etc.⁸⁵ Since INTJs have many similar interests, this can be a point of shared interest. INFs also tend to be fans of pop culture (for example, Star Trek),⁸⁶ which is a trait shared by INTJs. The ENFs can open up a whole new world of social events and fun to an INTJ. The INTJ will probably begin finding themselves outside the house more often (and enjoying it!), though they will never completely give up their love for solitude.

INTJs can learn new social skills from observing their mate. NFs, for their part, can be surprised and grateful at the objective analyses that INTJs can bring to situations that they had only assessed through the lens of relationships.

83 Keirsey, 1998

84 Keirsey, 1998; Tieger & Barron-Tieger, 2000

85 Myers, McCaulley, Quenk & Hammer, 1998

86 Stever, 1995

Issues

INTJs are more likely than average to stumble in the area of “talking about feelings,” a favorite NF pastime. NFs want their spouse to be emotionally open with them, and this may be something that INTJs have to learn. To the NF, it can feel like the INTJ is keeping them at a distance or doesn't really trust them. Since NFs prize intimacy above all else, this can be problematic. And if the NF can't tell what the INTJ is feeling, they may assume the worse.

NFs can sometimes get an INTJ to talk about their feelings by avoiding the question "How do you feel?" and instead speculating aloud about what the INTJ is feeling. They may guess wrong, but if so, the INTJ will feel impelled to correct the mistake, which accomplishes the goal of sharing feelings anyway. However, INTJs can sometimes feel stifled by the need to "seem emotional" too often; at this point the situation is probably turning into a Pygmalion project. Subtlety is the INTJ's native language, and while they can learn to speak a second language, it will never be quite as natural or easy as their own tongue.

There is also the fact that NFs (particularly ENFs) are constantly checking the pulse of the relationship. One way this can be seen is in the NF attitude towards compliments, affirmations, I-love-you's, etc. From the NFs' perspective, a word of love is like a cut rose placed in a vase; it lasts for a week, then withers. For the INTJ, a word of love is like a jewel that will sparkle forever. The NFs want to keep the flowers continually fresh, while to the INTJ it seems like the sentiment is just as true as it ever was. For NFs, this point of view is mind boggling.

One final note is that NFs take arguments, insensitivity and criticism harder than the other temperaments. Since INTJs are so well-endowed in these areas, they will need to remember to accommodate the needs of their partner here.

Gifts

NFs enjoy gifts that are symbolic or meaningful. Thoughtful gifts that show you noticed something special about them are particularly appreciated. The most preferred NF present of all is also the most personal present of all: the handmade gift (read [here](#)).⁸⁷ Idealists feel that this gift particularly demonstrates the giver's feelings for them. They also enjoy gifts that are entertaining. NFs have low interest for gifts that are merely useful; it would be better to buy your NF mate a good book or ticket to their favorite band rather than a new spice rack. Idealists like giving and receiving presents more than Rationals—specifically, they really like "sentimental" presents, whereas Rationals do not.

Rationals beware: Idealists are the temperament that least likes tearing open the wrapping paper and finding a shiny new gadget within.

Most Important Values

Tieger and Barron-Tieger (2000) had each type list the characteristics in a partner that were most important to them. Some characteristics were universal; others were specific to temperament or type. A summary of the top seven characteristics that were most important to NFs is listed below. The number in [] brackets indicates the ranking that INTJs gave the trait in question.

- | | |
|---------------------|------------------------|
| • Mutual commitment | All NFs chose this [3] |
| • Being listened to | All NFs chose this [5] |

87 Parent, n.d.

- | | |
|--------------------------------------|----------------------------|
| • Mutual support | All NFs chose this [2] |
| • Fidelity | All NFs chose this [1] |
| • Intimacy | All NFs chose this |
| • Having fun together | ENFs chose this [7] |
| • Accepting each other's differences | ENFJs and INFPs chose this |
| • Shared values | INFs chose this [6] |
| • Companionship | Only INFJs chose this |
| • Humor | Only ENFPs chose this |

Least Important Values

The researchers also examined the characteristics that were seen as having low importance to a relationship. An asterisk indicates that an item was also seen as having low importance to INTJs. A “^” indicates that INTJs viewed an item as important. Unmarked entries were seen as being of neither high nor low value to INTJs.

- | | |
|----------------------------|------------------------------|
| • Shared religious beliefs | All NFs chose this* |
| • Shared interests | All NFs chose this |
| • Similar parenting styles | All except ENFJs chose this* |
| • Financial security | All except INFJs chose this* |
| • Spiritual connection | NFJs chose this* |
| • Sexual compatibility | INFs chose this |
| • Intellectual stimulation | Only ENFJs chose this ^ |
| • Security | Only ENFPs chose this* |

Average Weight (1 – 7) Placed on Each Most Important Idealist Value

The average “weight” (ranking preference) placed upon a characteristic is a rough measure of how much that particular characteristic was valued relative to other characteristics. A characteristic could be ranked in first, second, third, fourth, fifth, sixth, or seventh place. Some characteristics were considered very important to all NFs, while other characteristics were considered important only to some NFs. Here is a summary of the average weight that NFs placed on each characteristic. The number in [] brackets indicates the weight (if any) placed upon that characteristic by INTJs.

- | | | | |
|--------------------------------------|------|-----|---------------------------------|
| • Mutual commitment | 1.5 | [3] | |
| • Being listened to | 2.75 | [5] | |
| • Mutual support | 3.25 | [2] | |
| • Fidelity | 3.75 | [1] | |
| • Having fun together | 4.5 | [7] | (ENFs only included) |
| • Intimacy | 4.5 | | |
| • Accepting each other's differences | 6.5 | | (ENFJs and INFPs only included) |
| • Companionship | 6 | | (INFJs only included) |
| • Shared values | 7 | [6] | (INFs only included) |
| • Humor | 7 | | (ENFPs only included) |

INTJ/Rational – “The Mindmate”⁸⁸

All NTs place a particularly high value on intellectual stimulation in a relationship.⁸⁹ As you can imagine, an NT/NT pairing meets this need in abundance. Since NTs continually want to build competence and accumulate more knowledge, the effect is that each partner continually feeds each other's mind. Building skills and sharing new information is a bonding activity in an INTJ/Rational relationship.

Rationals often appreciate the INTJ's ability to give constructive criticism and provide a second opinion. NTs are surprised and pleased when someone provides a useful insight that allows them to improve their project.

Rational couples also tend to expect and receive total honesty from each other. (“Yes, those pants do make you look fat.” “Thank you, I thought so.”) Since both partners are straightforward, there need be little doubt where either stands.

It is interesting that all Rationals except the INTJs rated “companionship” as one of their top seven most important values in a relationship (not that INTJs saw it as completely unimportant; 56% of them said that it was “most important” to a relationship). Associated with this, the INTJs rated “spending time together” as a low priority value in a relationship, which none of the other Rationals did. It seems the INTJ's spouse will probably want the INTJ around more than vice versa.

The INTJs were very different from the ENTPs, their NT opposites. In particular, ENTPs ranked “intimacy,” “humor,” and “accepting one another's differences” as being more valuable in a relationship, while the INTJs did not. By contrast, the INTJs ranked “shared values,” “fidelity,” and “being listened to” as being more valuable in a relationship, while the ENTPs did not. There may be a bit of a clash between the contrary dictates of “accepting one another's differences” and “shared values,” but the ENTPs do enjoy the INTJ's unique brand of humor and love for debate. As we shall see, a relationship based on differences has its own satisfiers, though it is apparently not as common as a relationship based on similarities.

Issues

Keirsey has noted that since Rationals are a project-focused, independent bunch, an NT – NT couple needs to take especial care to maintain their relationship.⁹⁰ Since they do not *need* each other as much as other types do, they can drift apart without realizing it.

INTJs should be on guard against insisting too much on winning arguments and always being right. The partners should avoid vying with each for superiority; criticism should not go too far. Remember, Rationals are the most argumentative and critical temperament. Do not turn your powers upon your spouse.

Gifts

When it comes to getting a present for a Rational, there is an interesting points to consider: Rationals are the temperament that is least interested in giving and receiving gifts (read [here](#)).⁹¹ They are probably the type that is easiest to not shop for: just get them a gift card (preferably for a company they can buy from online—they like online shopping the most of all temperaments) or some cold hard cash, bitcoin, etc, and you're all set. Caution: Rationals are particularly blase about

88 Keirsey, 1998

89 Tieger & Barron-Tieger, 2000

90 Keirsey, 1998

91 Parent, n.d.

"sentimental" presents.

Rationals do enjoy extravagant presents (particularly gadgets) relating to their current hobbies, projects and interests. Since they are always seeking to build their competence, they will be pleased if you can provide them with tools to improve themselves or their work. The NTJ Rationals are more likely to prefer a gift selected from a list (this holds for all Judgers), while the more playful NTP Rationals will accept surprise gifts that have less practical value.

Most Important Values

Tieger and Barron-Tieger had each type list the characteristics in a partner that were most important to them. Some characteristics were universal; others were specific to temperament or type. A summary of the top seven characteristics that were most important to NTs is listed below. The number in [] brackets indicates the ranking that INTJs gave the trait in question.

- | | |
|--------------------------------------|---------------------------------|
| • Mutual support | All NTs chose this [2] |
| • Intellectual stimulation | All NTs chose this [4] |
| • Fidelity | All except ENTPs chose this [1] |
| • Mutual commitment | All except ENTPs chose this [3] |
| • Companionship | All except INTJs chose this |
| • Having fun together | All except INTPs chose this [7] |
| • Shared values | NTJs chose this [6] |
| • Being listened to | INTs chose this [5] |
| • Humor | NTPs chose this |
| • Intimacy | Only ENTPs chose this |
| • Accepting each other's differences | Only ENTPs chose this |

Least Important Values

The researchers also examined the characteristics that were seen as having low importance to a relationship. An asterisk indicates that an item was seen as having low importance to INTJs. A “^” indicates that INTJs actually viewed an item as important. Unmarked entries were seen as being of neither high nor low value to INTJs.

- | | |
|----------------------------|----------------------------------|
| • Similar parenting styles | All NTs chose this* |
| • Spiritual connection | All NTs chose this* |
| • Shared religious beliefs | All NTs chose this* |
| • Financial security | All except the ENTJs chose this* |
| • Security | INTs chose this* |
| • Shared interests | ENTs chose this |
| • Spending time together | Only INTJs chose this* |
| • Humor | Only ENTJs chose this |

Average Weight (1 – 7) Placed on Each Most Important Rational Value

The average “weight” (ranking preference) placed upon a characteristic is a rough measure of how much that particular characteristic was valued relative to other characteristics. A characteristic could be ranked in first, second, third, fourth, fifth, sixth, or seventh place. Some characteristics were considered very important to all NTs, while other characteristics were considered important to only some NTs. Here is a summary of the average weight that NTs placed on each characteristic. The number in [] brackets indicates the weight (if any) placed upon that characteristic by INTJs.

(Note that some of the averages include the INTJs already.)

• Fidelity	1.33	[1]	(ENTPs excluded)
• Mutual commitment	2	[3]	(ENTPs excluded)
• Mutual support	2.5	[2]	
• Humor	4		(NTPs only counted)
• Intimacy	4		(ENTPs only counted)
• Being listened to	4.5	[5]	(INTs only counted)
• Shared values	5	[6]	(NTJs only counted)
• Having fun together	5	[7]	(INTPs excluded)
• Accepting each other's differences	5		(ENTPs only counted)
• Intellectual stimulation	5.75	[4]	
• Companionship	6.33		(INTJs excluded)

The INTJ – INTJ Pairing

The INTJ-INTJ match is of particular interest since it is the only verifiably preferred pairing for INTJs. As is the case with most matches between identical personalities, there will be many shared likes and dislikes. There won't be too many problems with Pygmalion projects. People tend to describe the INTJ-INTJ pairing as being comfortable or easy to live with.

This relationship may be slow to get started because INTJs hesitate to make the first move. The partners may remain friends for years, or have a “binocular” relationship where they observe each other from a distance. But when they do finally get together, INTJs find it liberating to be understood by someone else (at last). It may feel as if they have met their soulmate. They delight in having a person who can keep up with them on an intellectual level without losing interest or becoming emotional. And, since they both have an NT interest in abstract, logical discussion, the conversations will be a feast of learning for both.

As you might guess, INTJs are not the type that complains, "Why don't you spend more time with me?" Each member of the couple understands the need for alone time and will support each other as they pursue projects of interest. They will be content to sit at home with a book or computer, enjoying quiet companionship and occasionally sharing whatever interesting ideas they discover.

Since INTJs are so independent, the relationship is based upon mutual enjoyment rather than "need." Dogs need constant companionship, but cats can live without it—they choose to hang out with humans because it adds *even more* pleasure to an already largely-fulfilled life. An INTJ relationships is like a cat-cat relationship. Being an island is perfectly fine for each partner, but being together is even better!

Issues

Even with all the similarities between two INTJs, there can still be disagreements. For example, an INTJ with a slight preference for judging may enjoy a clean house, but not as much as an JINT (see Appendix 1) with a very clear preference for judging. How clean is clean enough? The INTJ wants the house clean, but the JINT wants the house *really* clean. Or, two INTJs might have clashing organizational systems, i.e. one partner may want the books organized by subject, while the other wants them organized by genre. INTJs can also (hypocritically) find each other's INTJ tendencies irritating: "I wish she wouldn't be so argumentative." "Why does he criticize everything?"⁹²

INTJs are very stubborn. This means that disagreements will take more effort to resolve because

neither party will retreat from their position. When issues are brought up, they will eventually be dealt with on the basis of logic. (Caution: The problem may be solved *so* logically that it leaves emotions out of the equation entirely. The triumph of logic over feelings can lead to situations where the INTJ is getting optimal results but also feels miserable and exhausted, so it pays to give a little extra attention to figuring out how each person *feels* about the solution.) Since INTJs are calm, nonreactive creatures, there won't be shouting matches.

INTJ couples won't spend too much time talking about their feelings. They might not even need to do this, since they instinctively know what each other's feelings are. Or alternately, they may simply try to guess their partner's feelings, which will be difficult because INTJs are so impassive. Warning: it's not a good idea to make assumptions if you don't know what's going on, because there is a tendency to assume the worse. It is better just to ask.

Depending on the strength of the Thinking/Feeling preference of each partner, the habit of not discussing emotional issues may create some unwanted coolness in the relationship. When one partner does divulge their feelings, the disclosure should be carefully nurtured. This is a healthy for both for the relationship and the individuals in question.⁹³ Tieger and Barron-Tieger caution that a pair of INTPs may neglect their loving aspect of their relationship in favor of the intellectual connection; this may lead to a scenario where the two INTP lovers become just friends. I suspect this holds true for INTJ-INTJ pairings also.

INTJ/Artisan – “The Playmate”⁹⁴

The characteristic that best defines the Artisans is having fun together.⁹⁵ So how do the "serious," "stern"⁹⁶ INTJs fit with this criterion? As it turns out, INTJs actually do list "having fun together" as an important value, but they ranked it last. Does this suggest that INTJs might be an exception to the high valuation that the SPs generally put on NTs? Not necessarily; the ENTJs also placed fun last on their important list, and it did not even make the INTP list. (For the ENTPs fun was listed as the most important part of a relationship, go figure.)

So I guess the question is, do you like having fun? Well, do ya?

What Draws INTJs and SPs Together?

Artisans bring a certain *joie de vivre* to a relationship. Exciting and eager to explore new activities, they have a knack for drawing INTJs out of the world of the mind and into interesting new experiences.⁹⁷

SPs admire the self assured drive with which INTJs pursue their visions for the future. Since SPs live in the moment, they appreciate the fact that INTJs have a long term plan for the couple. The STPs appreciate how INTJs don't need to discuss feelings all the time; it can be refreshing to exchange views without worrying about hurting the other person inadvertently. However, both partners should remember sometimes to show a little empathy; it acts as a bonding agent and makes each person feel cared for. As for the ESFPs and ISTPs, they particularly enjoy the INTJ's flashes of sarcastic wit, though all SPs enjoy whatever contributes to the fun pool.

INTJs find the SP attitude of "let go and live life" rather relaxing. They can learn from their SP

93 Tieger & Barron-Tieger, 2000

94 Keirsey, 1998

95 Tieger & Barron-Tieger, 2000

96 Thorne & Gough, 1991

97 Tieger & Barron-Tieger, 2000

mate to be more laid back, more flexible in their approach to living, and to enjoy the world around them. The Artisans can show INTJs how to live in the moment.

Issues

Most of the issues in the INTJ/SP relationships are J/P problems: the state of the house, making a plan vs. winging it, making decisions now vs. putting them off till later, etc.

ESPs (and ENPs too) can bring friends over too often for the INTJ's taste; introverts generally do not like having the sanctity of their domain invaded too often and may prefer to hide in their room until the party is over. This bothers the ESPs, who like it when the INTJ joins in. By a similar token, an ESP may want to drag the INTJ off on group outings too often for the INTJ's tastes. One compromise solution is to go on outings that allow the INTJ to keep their distance from other people; for example, taking a walk together would be easier on them than going to a party. Another strategy is to take separate cars to an outing so that the INTJ can leave when they get burnt out.⁹⁸ To an ESP, a relationship is "no fun" if you have to go everywhere alone, but to an INTJ, being alone *is* fun. A compromise will have to be worked out.

SPs have a justified reputation for being an adventurous bunch. The ESTPs, in particular, are the most risk-taking of the Artisans. The INTJs, of course, are the most cautious of the Rationals. When one considers these clashing tendencies within the sphere of the financial realm, we see there is an area for compromise; it may be best to have separate bank accounts. This also applies to the ENTPs.

Gifts

Artisans appreciate surprises; they like fun gifts that will allow them to *do* something concrete. A new tool, a new piece of sporting equipment, a new piece of clothing—something that can be used for “frivolous” purposes. They are the type which most appreciates big, entertaining, spendy gifts (read [here](#)),⁹⁹ so take your credit cards along when you go shopping. To a lesser extent, they also like sentimental gifts.

Most Important Values

Tieger and Barron-Tieger had each type list the characteristics in a partner that were most important to them. Some characteristics were universal; others were specific to temperament or type. A summary of the top seven characteristics that were most important to SPs is listed below. The number in [] brackets indicates the ranking that INTJs gave the trait in question.

- | | |
|------------------------|---------------------------------|
| • Having fun together | All SPs chose this [7] |
| • Mutual commitment | All SPs chose this [3] |
| • Fidelity | All SPs chose this [1] |
| • Intimacy | ESTPs and ISFPs chose this |
| • Being listened to | All except ISTPs chose this [5] |
| • Mutual support | All except ISFPs chose this [2] |
| • Sexual compatibility | STPs chose this |
| • Companionship | ISPs chose this |
| • Humor | ISTPs and ESFPs chose this |
| • Shared values | SFPs chose this [6] |

98 Kroeger & Thuesen, 1994

99 Parent, n.d.

Least Important Values

The researchers also examined the characteristics that were seen as having low importance to a relationship. An asterisk indicates that an item was also seen as having low importance to INTJs. A “^” indicates that INTJs viewed an item as important. Unmarked entries were seen as being of neither high nor low value to INTJs.

- | | |
|----------------------------|------------------------------|
| • Shared religious beliefs | All SPs chose this* |
| • Spiritual connection | All SPs chose this* |
| • Intellectual stimulation | All except ESFPs chose this^ |
| • Financial security | All except ESFPs chose this* |
| • Similar parenting styles | All except ISTPs chose this* |
| • Sexual compatibility | SFPs chose this |
| • Shared interests | ISTPs and ESFPs chose this |
| • Security | ISTPs and ESFPs chose this* |
| • Spending time together | ESTPs chose this* |

Average Weight (1 – 7) Placed on Each Most Important Artisan Value

The average “weight” (ranking preference) placed upon a characteristic is a rough measure of how much that particular characteristic was valued relative to other characteristics. A characteristic could be ranked in first, second, third, fourth, fifth, sixth, or seventh place. Some characteristics were considered very important to all SPs, while other characteristics were considered important to only some SPs. Here is a summary of the average weight that SPs placed on each characteristic. The number in [] brackets indicates the weight (if any) placed upon that characteristic by INTJs.

- | | | | |
|------------------------|------|-----|---------------------------------|
| • Having fun together | 1.75 | [7] | |
| • Mutual commitment | 2 | [3] | |
| • Fidelity | 3 | [1] | |
| • Being listened to | 4 | [5] | (ISTPs excluded) |
| • Companionship | 4 | | (ISPs only included) |
| • Mutual support | 5.33 | [2] | (ISFPs excluded) |
| • Shared values | 5 | [6] | (SFPs only included) |
| • Intimacy | 5.5 | | (ESTPs and ISFPs only included) |
| • Humor | 5.5 | | (ISTPs and ESFPs only included) |
| • Sexual compatibility | 6.5 | | (STPs only included) |

INTJ/Guardian – “The Helpmate”¹⁰⁰

The thing that Guardians uniquely seek in a relationship is shared values.¹⁰¹ Oddly enough, Guardians have the most homologous list of favored characteristics of all types—perhaps this explains why Guardians are so satisfied with other Guardians: they share the most values with other Guardians. The INTJs listed “shared values” as the sixth most important factor in a relationship.

The Guardians as a temperament also value security;¹⁰² they were the only group in which it made the favorites list. The STJs in particular like this characteristic (in fact, the ISTJs value it the most of all types), but INTJs actually put security on their less important list. Be mindful of your

100 Keirsey, 1998

101 Tieger & Barron-Tieger, 2000

102 Keirsey, 1998; Tieger & Barron-Tieger, 2000

spouse's need to have the relationship safe and settled.

What Draws INTJs and SJs Together?

The Guardians are attracted to the INTJ's unorthodox perspective on the world, their intellectual interests, and their bent for the abstract. They also appreciate the INTJ's commitment, loyalty and integrity. INTJs, for their part, appreciate their Guardian partner's responsibility, work ethic, and loyalty. Down-to-earth and socially skilled, the SJs provide a counterpoint to the INTJ's highly abstract world. If left to their own devices, an INTJ might park themselves amidst a stack of technical journals; the SJ spouse will add a family life and handle the social rituals that INTJs would ordinarily neglect.¹⁰³ INTJs also appreciate the practical approach of their Guardian mates.

SJs and INTJs share a preference for an organized, structured life. They both want the house neat, decisions to be quick and firm, and money to be saved, not spent. Both partners will be comfortable making and keeping schedules, writing lists, and maintaining a routine.

The sensing/intuition difference means that INTJs are better at global planning, while SJs are better at working out the step by step details that will be required to carry the plan out. For example, when planning a family road trip, the INTJ will be most interested in deciding what the point of the trip is and what locations are to be visited, while the SJ will be interested in what needs to be packed, what route should be taken, where the family will be staying each night, etc. The INTJ can give the SJ an eagle's eye view, while the SJ can provide the INTJs with an up-close view from ground level. A microscope and telescope together can see more than either could alone.

Issues

INTJs and SJs may run into conflict when the INTJ wants to try a new, improved approach with unknown side effects while the SJ would rather stick to a tried and true method of doing things. If the INTJ can explain in detail what the rewards and risks of the new approach are, the SJ will be more open to giving it a shot.

While INTJs like a clean house, they don't actually like *cleaning*.¹⁰⁴ Not that any type does, but as Rationals, INTJs have a particularly low tolerance for repetitive, mundane tasks. If possible, they will leave these duties to their partner, especially if the INTJ is a male and the SJ is a female. But SJs do not like getting saddled with all the boring stuff either, so a fair division of labor will have to be established to prevent resentment.

Gifts

Guardians like traditional courtship presents: flowers, chocolates, etc.¹⁰⁵ SJ men tend to appreciate pragmatic gifts, while SJ women favor gifts that are beautiful and tasteful enough that they have the potential to become family heirlooms (read [here](#)).¹⁰⁶ Essentially, anything that will have sentimental value down the road is good. However, be aware that spending too much can make Guardians nervous; they are the temperament least interested in big, spendy gifts. If a Guardian makes a list (and as Judges, they probably will), be sure to get them what they ask for. They are the temperament that most appreciates list-based giving; they are also the temperament that most wants you to write down what you want on a list. The element of surprise is not really appreciated by SJs. They are also disinterested in handmade gifts.

103 Keirsey, 1998

104 Tieger & Barron-Tieger, 2000

105 Keirsey, 1998

106 Parent, n.d.

Guardians like giving and receiving presents more than Rationals do—specifically, they like sentimental presents, whereas Rationals do not. According to the MBTI Principle of Misplaced Empathy, each temperament tends to give the gifts that they themselves like to receive. Rationals like extravagant gifts the most, and will therefore purchase them on occasion, but SJs are the temperament that has the lowest appreciation for big, spendy items. A dichotomy to watch out for.

Most Important Values

Tieger and Barron-Tieger had each type list the characteristics in a partner that were most important to them. Some characteristics were universal; others were specific to temperament or type. A summary of the top seven characteristics that were most important to SJs is listed below. The number in [] brackets indicates the ranking that INTJs gave the trait in question. A "^" indicates that INTJs saw the trait as being less important to a relationship.

- Fidelity All SJs chose this [1]
- Mutual commitment All SJs chose this [3]
- Mutual support All SJs chose this [2]
- Companionship All SJs chose this
- Shared values All SJs chose this [6]
- Security STJs chose this ^
- Having fun together ESJs chose this [7]
- Being listened to All except ESTJs chose this [5]
- Intimacy Only ISFJs chose this

Least Important Values

The researchers also examined the characteristics that were seen as having low importance to a relationship. An asterisk indicates that an item was also seen as having low importance to INTJs. A “^” indicates that INTJs viewed an item as important. Unmarked entries were seen as being of neither high nor low value to INTJs.

- Similar parenting styles All SJs chose this*
- Spiritual connection All SJs chose this*
- Shared interests All SJs chose this
- Shared religious beliefs All SJs chose this*
- Sexual compatibility ESFJs and ISTJs chose this
- Intellectual stimulation All except ISTJ chose this^

Average Weight (1 – 7) Placed on Each Most Important Guardian Value

The average “weight” (ranking preference) placed upon a characteristic is a rough measure of how much that particular characteristic was valued relative to other characteristics. A characteristic could be ranked in first, second, third, fourth, fifth, sixth, or seventh place. Some characteristics were considered very important to all SJs, while other characteristics were considered important to only some SJs. Here is a summary of the average weight that SJs placed on each characteristic. The number in [] brackets indicates the weight (if any) placed upon that characteristic by INTJs.

- Fidelity 1.5 [1]
- Mutual commitment 2 [3]
- Mutual support 3 [2]
- Being listened to 3.33 [5] (ESTJs not counted)

• Shared values	5	[6]	
• Companionship	5.5		
• Security	6.5		(STJs only counted)
• Having fun together	7	[7]	(ESJs only counted)
• Intimacy	7		(ISFJs only counted)

What Do People Love About INTJs?

- Honest and straightforward, INTJs are refreshingly genuine. Compared to other types, they seem unable to put up a false pretense. INTJs do not come across as slick, smooth or fakey.
- INTJs are not swayed by peer pressure or the opinions of others; this inner strength and self reliance is appreciated by many.
- When INTJs have developed their F skills either through practice or because they have naturally moderate T-F preferences, the result is a charmingly considerate and empathetic individual, still reserved but thoughtful and friendly. (Think of the kindly old professor.)
- INTJs are self assured and confident.
- INTJs are loyal partners.
- Mates of INTJs appreciate their partner's encyclopedic knowledge--having an INTJ around is like having instant access to one's own personal Wikipedia. Many have expressed admiration for their INTJ's knowledgeability. It is fun to learn new things from INTJs.
- People are grateful for the calmness of the INTJ, especially during times of distress.
- INTJs follow a strong moral code. Their uncompromising integrity inspires trust.
- INTJs are excellent listeners.
- An INTJ offers a treat for the mind that few other types can provide. Deep, complicated, and fascinating, the INTJ is like a personal tour guide to the mysteries of the universe. They are quite simply *interesting*. INTJs have an inner world that seems fathomlessly intricate.
- INTJs enjoy debate; this can be a particularly stimulating attraction to many, especially fellow Rationals. INTJs illuminate new perspectives and bring up new information. They question basic assumptions that might have been wrong to begin with.
- Because INTJs reveal their deepest emotions only to a chosen few—perhaps only their partner—while being "meh" to everyone else, it makes their partner feel particularly special.
- Some INT males seem to be polite almost to the point of chivalry or courtliness. They are conspicuous for their gentlemanly mien.

Mr. Darcy

Since we want to know what people find so attractive about INTJs, let's look at one of the most famous romances in European Literature, *Pride and Prejudice* by Jane Austen (read [here](#)). The book revolves around the tumultuous courtship between Elizabeth Bennet, a probable ENFP, and Mr. Darcy, a tall, rich, handsome INTJ who has been inciting squeeing noise from female readers since 1813.¹⁰⁷ So notorious is Mr. Darcy's appeal that it was commemorated by a group of

¹⁰⁷ NonINTJ females. INTJs women do not squee.

scientists, who named a mouse pheromone ("darcin") after him.¹⁰⁸ He seems like a pretty good candidate for exploring what makes INTJs attractive.

Evidence for INTJ

- Described as unsociable, taciturn, reserved (I)
- Did not readily take to strangers (I)
"I certainly have not the talent which some people possess," said Darcy, "of conversing easily with those I have never seen before. I cannot catch their tone of conversation, or appear interested in their concerns, as I often see done."
- Frequently seemed lost in thought, tuned people out (IN)
"Darcy made no answer. He seemed scarcely to hear her, and was walking up and down the room in earnest meditation, his brow contracted, his air gloomy."
- Had a huge personal library that he was always increasing (INT favored most)
- Did not like to make small talk; did not like to converse at all unless he was speaking with intimate acquaintances (INT)
- Cool, impassive temperament (NT)
"Darcy was not of a disposition in which happiness overflows in mirth..."
- Known for being very stubborn (NT, STJ favored)
- Objective; did not like to be influenced by his emotions (NT)
"...my investigation and decisions are not usually influenced by my hopes or fears."
- Tended to use long words (NT)
"He studies [seeks] too much for words of four syllables."
- Described being calm and composed (NT)
- Described as being particularly well endowed in the areas of cleverness and understanding (NT favored most, at least in the popular definition of the word)
- Considered to have a "satirical" wit and being an "acute and unembarrassed" observer (NT)
- Described as "continually giving offense" (T)
- Straightforward, blunt, honest (TJ favored)
"Whatever bears affinity to cunning is despicable."
"...disguise of every sort is my abhorrence."
- Described as grave and serious (INTJs particularly favored)¹⁰⁹
- Described as "fastidious" (J, particularly ISTJ)¹¹⁰
- Did *not* have a reputation for eccentricity (INTJ favored over INTP)

Elizabeth

Evidence For ENFP

- Willing to make conversation at parties (E favored)
"Elizabeth was ready to speak whenever there was an opening..."

108 Moskowitz, 2010

109 Thorne & Gough, 1991

110 Thorne & Gough, 1991

- It was implied that she did *not* have an "unsociable, taciturn disposition, unwilling to speak..." (E favored)
- Elizabeth was described as follows: "She told the story, however, with great spirit among her friends; for she had a lively, playful disposition, which delighted in anything ridiculous." (This description is most characteristic of the EP preferences.)
- Described as having "happy spirits which had seldom been depressed before" (EP)
- Was fond of merriment, laughter teasing; described as having wit, vivacity and "playful gaiety;" described as loving absurdity; it was "her temper to be happy;" she had a "lively, sportive, manner of talking" (EP playfulness, exuberance, silliness favored most. ENFP females are the NF type/gender combination most interested in humor. The same applies for ENTP females among the NTs.)¹¹¹
- Tended to bounce back quickly from disappointments and be happy again (SP favored, but also EP)

"But Elizabeth was not formed for ill-humour; and though every prospect of her own was destroyed for the evening, it could not dwell long on her spirits..."

"Poor Jane! I am sorry for her, because, with her disposition, she may not get over it immediately. It had better have happened to *you*, Lizzy; you would have laughed yourself out of it sooner."

"It was not in her nature, however, to increase her vexations by dwelling on them."

- At one point Elizabeth insists, "I am *not* a great reader, and I have pleasure in many things." (Having pleasure in "many things" is most characteristic of the ENPs, who have the widest variety of hobbies of all types.¹¹²)
- Had a "lively imagination" (N favored)
- Wanted to marry for love, not for pragmatic reasons like money or influence (NF romanticism¹¹³ favored most)
- Fascinated by conversation dealing with "Kent and Hertfordshire, of travelling and staying at home, of new books and music" (N favored for the new books;¹¹⁴ the rest could be either S or N depending how it was framed. NFs are a very musically inclined temperament.)¹¹⁵
- Played the piano (NF musical preferences favored)
- Enjoyed studying people and predicting how they would act. (NF)
"...intricate characters are the *most* amusing."
"...people themselves alter so much, that there is something new to be observed in them forever."
- Her thoughts revolved mainly around the relationships between her acquaintances (F, NF favored)
- Witty, but in a nice way (F)

111 Thorne & Gough, 1991

112 Myers, McCaulley, Quenk & Hammer, 1998

113 Keirsey, 1998

114 Hicks in Myers, McCaulley, Quenk & Hammer, 1998

115 Reardon, 2009

"...there was a mixture of sweetness and archness in her manner which made it difficult for her to affront anybody..."

- Broke social conventions (NPs are typically seen as the most "unconventional" types)¹¹⁶
"Elizabeth suspected herself to be the first creature who had ever dared to trifle with so much dignified impertinence."

"She was shown into the breakfast-parlour, where all but Jane were assembled, and where her appearance created a great deal of surprise. That she should have walked three miles so early in the day, in such dirty weather, and by herself, was almost incredible to Mrs. Hurst and Miss Bingley; and Elizabeth was convinced that they held her in contempt for it."

- Described as being "easy and unaffected" (P favored)

Evidence Against ENFP

- Thought poorly of love poetry (NF not favored)
- Depicted as enjoying solitary walks, and using the time for reflection (I)
"Reflection must be reserved for solitary hours; whenever she was alone, she gave way to it as the greatest relief; and not a day went by without a solitary walk, in which she might indulge in all the delight of unpleasant recollections."
- Did not shy away from interpersonal conflict (T favored over F)

A Quick Plot Summary

A short summary of the plot will give some context to the discussion to follow. In brief, Elizabeth and Darcy meet at a party and find they have no interest in each other. Elizabeth thought Darcy was arrogant and snobby, while Darcy was simply unattracted to Elizabeth. He also made an unfortunate remark on her physical appearance that formed the basis for a steadily growing dislike on her part.

No sooner had Darcy snubbed Elizabeth than he began noticing good things about her. As he got to know her better and better, he liked her more and more. The opposite happened for Elizabeth. Having already decided that she disliked him, she began to "discover" facts that confirmed her opinion of him. She was fed a false story about him by an enemy who painted Darcy in a cold, selfish, disloyal light. She also could not tolerate Darcy's main flaw—his haughty behavior towards those who were beneath him on the social ladder (which included her own family).

Here we must bring in two other relevant characters who were present at the party: Elizabeth's sister, Jane, and Mr. Bingley, Darcy's best friend.¹¹⁷ Jane (IF) and Bingley (ESFP) fell in love with each other right away. It is rather interesting to contrast the different attributes of ESFP Bingley and INTJ Darcy:

Between him [Mr. Bingley] and Darcy there was a very steady friendship, in spite of great opposition of character. Bingley was endeared to Darcy by the easiness, openness, and ductility of his temper, though no disposition could offer a greater contrast to his own, and though with his own he never appeared dissatisfied. On the strength of Darcy's regard, Bingley had the firmest reliance, and of his judgment the highest opinion. In understanding, Darcy was the superior. Bingley was by no means deficient, but Darcy was clever. He was at the same time

¹¹⁶ Thorne & Gough, 1991

¹¹⁷ Incidentally, it is highly characteristic that Darcy's best friend is an ESFP. As we shall see in the chapter about INTJ detectives, every INTJ character needs an ESP foil.

haughty, reserved, and fastidious, and his manners, though well-bred, were not inviting. In that respect his friend had greatly the advantage. Bingley was sure of being liked wherever he appeared, Darcy was continually giving offense.

Although Jane and Bingley were genuinely in love with each other, they eventually broke up for an unknown reason. Elizabeth eventually discovered that it was Darcy who had convinced Bingley that the match was no good. (Darcy thought that Jane didn't really love Bingley.) Elizabeth's dislike for Darcy grew even stronger as a result.

Darcy, however, fell deeply in love with Elizabeth, though she was completely unaware of it. She, for her part, hid her mounting disgust for him so well that he had no idea of it—until he proposed to her. At this point she informed him that he was the last man on earth she would ever marry. They had a nasty fight and frank opinions were exchanged.

Afterwards, each began to reflect upon the other's arguments, and discovered reluctantly that they had a grain of truth. What's more, Elizabeth began to realize that many of her opinions of Darcy were either unfair or based on lies. She started to reassess him, and learned about many good traits that she had been unaware of before. For his part, he realized that she was right in saying that his behavior towards his social inferiors had been ungentlemanly. He stopped giving people the cold shoulder, and she was impressed by his change in demeanor. Slowly she fell in love with him. At last Darcy reiterated his proposal, and she accepted. The idea behind the title *Pride and Prejudice* is that Darcy is proud, and Elizabeth is prejudiced.

First Meeting

Jane Austen didn't subscribe to the idea of two people seeing each other from across the room and falling instantly in love. Here we see Elizabeth and Darcy's first meeting. Note how Mr. Darcy is digging his own grave with Elizabeth.

Elizabeth Bennet had been obliged, by the scarcity of gentlemen, to sit down for two dances; and during part of that time, Mr. Darcy had been standing near enough for her to hear a conversation between him and Mr. Bingley, who came from the dance for a few minutes, to press his friend to join it. [Here we have the ESFP trying to drag the INTJ out of his shell.]

"Come, Darcy," said he, "I must have you dance. I hate to see you standing about by yourself in this stupid manner. You had much better dance."

"I certainly shall not. You know how I detest it, unless I am particularly acquainted with my partner. At such an assembly as this it would be insupportable. Your sisters are engaged, and there is not another woman in the room whom it would not be a punishment to me to stand up with." [INTJ: I hate socializing unless it's with people I already know are interesting. Strangers, ugh.]

"I would not be so fastidious as you are," cried Mr. Bingley, "for a kingdom! Upon my honour, I never met with so many pleasant girls in my life as I have this evening; and there are several of them you see uncommonly pretty." [ESFP: C'mon, it'll be fun! You'll love meeting new people! Parties are so exciting!]

"*You* are dancing with the only handsome girl in the room," said Mr. Darcy, looking at the eldest Miss [Jane] Bennet.

"Oh! She is the most beautiful creature I ever beheld! But there is one of her sisters sitting down just behind you, who is very pretty, and I dare say very agreeable. Do let me ask my partner to introduce you." [ESFP pulls harder on INTJ, who clings to shell even tighter.]

"Which do you mean?" and turning round he looked for a moment at Elizabeth, till catching her eye, he withdrew his own and coldly said: "She is tolerable, but not handsome enough to tempt *me*; I am in no humour at present to give consequence to young ladies who are slighted by other men. You had better return to your partner and enjoy her smiles, for you are wasting your time with me." [INTJ: As a

Rational, I have very high standards and don't give praise readily. Go ahead and have fun; I much prefer the company of my own thoughts over tedious small talk.]

So here we see a number of interesting INTJ characteristics.

The NT tendency to set high standards and not be easily impressed is in evidence when Darcy describes Elizabeth merely as "tolerant, but not handsome enough to tempt *me*." (As you can imagine, Elizabeth wasn't exactly thrilled about this assessment of her person.) Compare this to Mr. Bingley's glowing ESFP description of the women in the room.

Darcy preferred to dance (and socialize) only with partners whom he was particularly acquainted with; he saw no point in joining in otherwise. Choiniere & Keirse (1992) have noted that Rationals aren't keen on dancing, and INTJs are quite happy to ruminate internally as a way to pass the time. If the real world can't compete with what's going on inside, then they'll just stand around enjoying the contents of their own skull. Again, compare this to the attitude of Mr. Bingley, who seemed to be enjoying the party to the full. This is why people say INTJs are "anti-social."

When we compare the ESFP and INTJ attitudes, we see why INTJs tend to be chary of social gatherings:

The manner in which they [Darcy and Bingley] spoke of the Meryton assembly was sufficiently characteristic. Bingley had never met with more pleasant people or prettier girls in his life; everybody had been most kind and attentive to him; there had been no formality, no stiffness; he had soon felt acquainted with all the room; and, as to Miss [Jane] Bennet, he could not conceive an angel more beautiful. Darcy, on the contrary, had seen a collection of people in whom there was little beauty and no fashion, for none of whom he had felt the smallest interest, and from none received either attention or pleasure. Miss [Jane] Bennet he acknowledged to be pretty, but she smiled too much.

A very different outlook, no?

What Did Darcy and Elizabeth See in Each Other?

Since the ENFP/INTJ pairing has been featured so prominently in MBTI circles, it may be interesting to take a closer look at what Darcy and Elizabeth saw in each other.

After Elizabeth realized she had been wrong in her grudge against Darcy, she began to take note of his good side. She quickly perceived that an ENFP/INTJ match could be a growth experience for both partners:

She began now to comprehend that he was exactly the man who, in disposition and talents, would most suit her. His understanding and temper, though unlike her own, would have answered all her wishes. It was an union that must have been to the advantage of both; by her ease and liveliness, his mind might have been softened, his manners improved; and from his judgment, information, and knowledge of the world, she must have received benefit of greater importance.

A commentator also described the mutual benefits of the match:¹¹⁸

Elizabeth and Darcy find what is difficult to find in a relationship—they share a love of conversation with each other and while they are very different, each completes the other. He offers her stability and strength, she helps him to laugh at himself and the world. He offers her passion and loyalty, she offers him devotion and a lively wit.

The mutual satisfaction in conversation is often associated with the intuitive preference in a relationship. The INTJ provides inner strength and a deep, loyal love, while the ENFP provides fun, joy and warm affection.

118 Why Women Love Mr. Darcy, 2012

However, it was not until Elizabeth took note of Darcy's *deeds* that she began to appreciate his *character*. From a conversation with Darcy's housekeeper, she learned that once you got to know him, he was a surprisingly likable person: good tempered, generous to the poor, never spoke crossly, not proud—in fact, the servant noted that she couldn't think of anyone who was good enough to marry him. This blew Elizabeth's previous conceptions of Darcy's character out of the water.

Then later, Darcy took immediate, decisive action to rescue Elizabeth's sister Lydia from disgrace. The rescue came at great personal expense, but Darcy hushed up his involvement and attempted to conceal his actions from everyone. Later Elizabeth figured out what he had done and was astonished at such a secret display of generosity and consideration. Once she understood the sort of man he was, she became taken with his all his other character traits: loyalty, nobility, resolution, amiability, intelligence, honesty.

So how did the match look from Darcy's angle? After initially finding Elizabeth "tolerable," Darcy soon found himself reversing his initial assessment:

Mr. Darcy had at first scarcely allowed her to be pretty; he had looked at her without admiration at the ball; and when they next met, he looked at her only to criticise. But no sooner had he made it clear to himself and his friends that she hardly had a good feature in her face, than he began to find it was rendered uncommonly intelligent by the beautiful expression of her dark eyes. To this discovery succeeded some others equally mortifying. Though he had detected with a critical eye more than one failure of perfect symmetry in her form, he was forced to acknowledge her figure to be light and pleasing; and in spite of his asserting that her manners were not those of the fashionable world, he was caught by their easy playfulness. Of this she was perfectly unaware; to her he was only the man who made himself agreeable nowhere, and who had not thought her handsome enough to dance with.

He began to wish to know more of her, and as a step towards conversing with her himself, attended to her conversation with others.

The first thing Darcy noticed was that Elizabeth had an "uncommonly intelligent" expression in her eyes. Elizabeth was elsewhere noted for her intelligence; her father, an INTP, was proud of her "quickness." For the INTJ Darcy, this was clearly one of Elizabeth's distinguishing features. After that he began to notice her figure and the "easy playfulness" which is characteristic of ENFPs.

Along with intelligence, Darcy admired a woman who was well read. Observe his description of what constitutes a truly accomplished woman, and how it differs from the opinions of his companions:

"It is amazing to me," said Bingley, "how young ladies can have patience to be so very accomplished as they all are."

"All young ladies accomplished! My dear Charles, what do you mean?" [said Miss Bingley, Charles Bingley's sister.]

"Yes, all of them, I think. They all paint tables, cover screens, and net purses. I scarcely know anyone who cannot do all this, and I am sure I never heard a young lady spoken of for the first time, without being informed that she was very accomplished."

"Your list of the common extent of accomplishments," said Darcy, "has too much truth. The word is applied to many a woman who deserves it no otherwise than by netting a purse or covering a screen. But I am very far from agreeing with you in your estimation of ladies in general. I cannot boast of knowing more than half-a-dozen, in the whole range of my acquaintance, that are really accomplished." [Gotta keep those NT standards high.]

"Nor I, I am sure," said Miss Bingley.

"Then," observed Elizabeth, "you must comprehend a great deal in your idea of an accomplished woman."

"Yes, I do comprehend a great deal in it."

"Oh! certainly," cried his faithful assistant [Miss Bingley], "no one can be really esteemed accomplished who does not greatly surpass what is usually met with. A woman must have a thorough knowledge of music, singing, drawing, dancing, and the modern languages, to deserve the word; and besides all this, she must possess a certain something in her air and manner of walking, the tone of her voice, her address and expressions, or the word will be but half-deserved."

"All this she must possess," added Darcy, "and to all this she must yet add something more substantial, in the improvement of her mind by extensive reading."

So again, we see Darcy's high standards and his attraction to those who cultivate their intellect. When trying to talk to Elizabeth during a dance, the topic Darcy immediately seized upon was what she thought of books. Even though Elizabeth had said in front of him that she did not read so much as to exclude other pastimes, Darcy nevertheless believed that she was the sort of person who would be interested in books (and so she was).

Darcy was also impressed by her kindness. When Jane fell sick at a neighbor's house on a wet, dreary, day, Elizabeth walked miles on foot to see her. This was a semi-scandalous bit of behavior because well-bred women didn't *do* those sort of things, but Darcy approved of her affectionate deed.

Elizabeth's humorous wit attracted him too. Because she didn't like Darcy, she teased him unmercifully in a nice NF way. He liked it. (Mostly, anyway—she could hit a little too close to home on occasion.) At a later point in the book, after they had worked through their differences and fallen in love, Elizabeth asks Darcy what he saw in her:

Elizabeth's spirits soon rising to playfulness again, she wanted Mr. Darcy to account for his having ever fallen in love with her. "How could you begin?" said she. "I can comprehend your going on charmingly, when you had once made a beginning; but what could set you off in the first place?"

"I cannot fix on the hour, or the spot, or the look, or the words, which laid the foundation. It is too long ago. I was in the middle before I knew that I *had* begun."

"My beauty you had early withstood, and as for my manners—my behaviour to *you* was at least always bordering on the uncivil, and I never spoke to you without rather wishing to give you pain than not. Now be sincere; did you admire me for my impertinence?"

"For the liveliness of your mind, I did."

"You may as well call it impertinence at once. It was very little less. The fact is, that you were sick of civility, of deference, of officious attention. You were disgusted with the women who were always speaking, and looking, and thinking for *your* approbation alone. I roused, and interested you, because I was so unlike *them*. Had you not been really amiable, you would have hated me for it; but in spite of the pains you took to disguise yourself, your feelings were always noble and just; and in your heart, you thoroughly despised the persons who so assiduously courted you. There—I have saved you the trouble of accounting for it; and really, all things considered, I begin to think it perfectly reasonable. To be sure, you knew no actual good of me—but nobody thinks of *that* when they fall in love."

"Was there no good in your affectionate behaviour to Jane while she was ill at Netherfield?"

"Dearest Jane! who could have done less for her? But make a virtue of it by all means. My good qualities are under your protection, and you are to exaggerate them as much as possible; and, in return, it belongs to me to find occasions for teasing and quarrelling with you as often as may be..."

So Darcy enjoyed Elizabeth's clever mind as expressed through her wit. He also liked her independence—she wasn't trying to impress or flatter him into loving her. (As we shall see in the section on how *not* to court an INTJ, Darcy suffered much from fawning attempts to court him.)

Courtship

Mate Selection

Keirsey observed that INTJs are probably the most systematic of all types regarding their selection of a mate.¹¹⁹ They sort through the "possibilities" logically and methodically until they find someone whom they feel may be a prospect. Nor will they waste time on those who don't meet their carefully defined list of desirable characteristics.

INTJs (particularly females) seek a mate who will accept them for who they are without trying to change them. All types like this of course--who wants to be Pygmalioned?--but the INs particularly value acceptance because society tries to very hard to conform them to the norm. A potential partner who likes and enjoys the INTJ's unique personality will make an immediate impression on them.

Initiation and Advances

INTJs can be slow to open up. The walls take a long time to come down, for INTJs are guarded and cautious about revealing their innermost selves. (Many intimacy-seeking NFs have expressed particular delight in reaching this phase in a relationship with an INTJ; the intimacy is especially treasured because it took so long to extract.) Since INTJs are creatures of thought more than creatures of emotion, it can take them awhile to figure out what they are feeling. It is best not to push too hard during this initial phase; they need time to analyze themselves.

The socially not-too-adept INTJ may also have a hard time figuring out if someone else is trying to initiate courtship with them. ("They touched me. Does it mean something? Should I touch them back? How? When?") And then there's the holding hands and kissing part, which they will tend to let the other person initiate. Flirting does not come naturally or easily to an INTJ. Subtle clues or hints from a prospective mate may fall on deaf ears.

If an INTJ says something about the relationship, i.e. "I don't know how I feel," the statement can be taken at face value. INTJs are a frank bunch and see little point in playing hard to get. Ironically enough, when an INTJ does fall in love, they turn the full might of their observational and analytical powers upon their loved one, attempting to learn as much about them as possible. At this point they are like one giant ear.

INTJs can also have difficulty broadcasting their attraction to others, for their expressions can be very subtle. One of the first things that Elizabeth noticed was that Darcy was "often standing within a very short distance of her, quite disengaged, [though] he never came near enough to speak." Darcy would eavesdrop on her conversations so that he could find something to discuss with her at a later date. He found ways to spend time in her company, though he did not give the impression that he did it because he enjoyed her presence. Indeed, one of Elizabeth's friends, wondering why he came by the house, observed that, "It could not be for society, as he frequently sat there ten minutes together without opening his lips; and when he did speak, it seemed the effect of necessity rather than of choice—a sacrifice to propriety, not a pleasure to himself. He seldom appeared really

119 Keirsey, 1998

animated."

When Darcy learned that Elizabeth liked to take solitary walks in the park, he made sure to turn up accidentally over and over.

More than once did Elizabeth, in her ramble within the park, unexpectedly meet Mr. Darcy. She felt all the perverseness of the mischance that should bring him where no one else was brought, and, to prevent its ever happening again, took care to inform him at first that it was a favourite haunt of hers. How it could occur a second time, therefore, was very odd! Yet it did, and even a third. It seemed like wilful ill-nature, or a voluntary penance, for on these occasions it was not merely a few formal inquiries and an awkward pause and then away, but he actually thought it necessary to turn back and walk with her. He never said a great deal, nor did she give herself the trouble of talking or of listening much; but it struck her in the course of their third rencontre that he was asking some odd unconnected questions...

Although Darcy often looked at Elizabeth, it was not possible to detect love in his gaze. As Elizabeth's friend observed of him, "He certainly looked at her friend [Elizabeth] a great deal, but the expression of that look was disputable. It was an earnest, steadfast gaze, but she often doubted whether there were much admiration in it, and sometimes it seemed nothing but absence of mind."

Other hints were equally subtle; Darcy was willing to dance with Elizabeth even though he generally disliked dancing, and he would also come to listen when she played on the piano.

The net effect of all this subtlety was that Elizabeth didn't realize that Darcy was in love with her *until he proposed*. This was the beginning of his proposal:

"In vain I have struggled. It will not do. My feelings will not be repressed. You must allow me to tell you how ardently I admire and love you."

Elizabeth's astonishment was beyond expression. She stared, coloured, doubted, and was silent. This he considered sufficient encouragement; and the avowal of all that he felt, and had long felt for her, immediately followed.

An INTJ's feelings may be well hidden, but that doesn't mean they are any less strong. When Elizabeth later inquired why Darcy had always seemed so distant and didn't talk to her, here is what he replied: "A man who had felt less, might."

There is a bit of irony here because Darcy himself broke up the romance between his friend Mr. Bingley and Elizabeth's sister Jane on the grounds that the Jane seemed indifferent to Mr. Bingley's attentions. In fact, Jane was as deeply in love as Darcy—and like him, she hid her emotions too well.

How Not to Court An INTJ

Pride and Prejudice also offers a study of another woman, Miss Bingley, who tried to court Darcy and failed. Let's look at some of her mistakes.

In the first place, Miss. Bingley was always playing little games in an effort to tear down other women. In the paragraph below, she jabs a needle into Elizabeth, her main competitor. Observe Darcy's reaction.

"Elizabeth Bennet," said Miss Bingley, when the door was closed on her [Elizabeth], "is one of those young ladies who seek to recommend themselves to the other sex by undervaluing their own; and with many men, I dare say, it succeeds. But, in my opinion, it is a paltry device, a very mean art."

"Undoubtedly," replied Darcy, to whom this remark was chiefly addressed, "there is a meanness in *all* the arts which ladies sometimes condescend to employ for captivation. Whatever bears affinity to cunning is despicable."

Miss Bingley was not so entirely satisfied with this reply as to continue the subject.

INTJs are a frank, straightforward bunch; as a result, they find guileful behavior particularly unattractive.

But Miss Bingley was guilty of an even worse crime: interrupting an INTJ's work. Here Darcy is trying to write a letter, and Miss Bingley is throwing around compliments and trying make conversation as a way to bond with him. I will let you decide if Darcy enjoys her attentions.

Elizabeth took up some needlework, and was sufficiently amused in attending to what passed between Darcy and his companion [Miss Bingley]. The perpetual commendations of the lady, either on his handwriting, or on the evenness of his lines, or on the length of his letter, with the perfect unconcern with which her praises were received, formed a curious dialogue, and was exactly in union with her opinion of each.

"How delighted Miss Darcy will be to receive such a letter!"

He made no answer.

"You write uncommonly fast."

"You are mistaken. I write rather slowly."

"How many letters you must have occasion to write in the course of a year! Letters of business, too! How odious I should think them!"

"It is fortunate, then, that they fall to my lot instead of yours."

"Pray tell your sister that I long to see her."

"I have already told her so once, by your desire."

"I am afraid you do not like your pen. Let me mend it for you. I mend pens remarkably well."

"Thank you—but I always mend my own."

"How can you contrive to write so even?"

He was silent.

"Tell your sister I am delighted to hear of her improvement on the harp; and pray let her know that I am quite in raptures with her beautiful little design for a table, and I think it infinitely superior to Miss Grantley's."

"Will you give me leave to defer your raptures till I write again? At present I have not room to do them justice."

"Oh! it is of no consequence. I shall see her in January. But do you always write such charming long letters to her, Mr. Darcy?"

"They are generally long; but whether always charming it is not for me to determine."

"It is a rule with me, that a person who can write a long letter with ease, cannot write ill."

"That will not do for a compliment to Darcy, Caroline," cried her brother [Mr. Bingley], "because he does *not* write with ease. He studies too much for words of four syllables. Do not you, Darcy?"

"My style of writing is very different from yours."

INTJs are not impressed when receiving flattering, studied compliments. Indeed, as we shall see in the next section, one must be careful when giving them compliments at all. They also do not like being interrupted when they are doing tasks, or for that matter, when they are reading:

Darcy took up a book; Miss Bingley did the same...

Miss Bingley's attention was quite as much engaged in watching Mr. Darcy's progress through *his* book, as in reading her own; and she was perpetually either making some inquiry, or looking at his page. She could not win him, however, to any conversation; he merely answered her question, and read on. At length, quite exhausted by the attempt to be amused with her own book, which she had only chosen because it was the second volume of his, she gave a great yawn and said, "How pleasant it is to spend an

evening in this way! I declare after all there is no enjoyment like reading! How much sooner one tires of anything than of a book! When I have a house of my own, I shall be miserable if I have not an excellent library."

To an INTJ, repeatedly interrupting a person when they are trying to read is practically a capital offense. And so is putting up a false pretense for the sake of manipulating the INTJ.

Elizabeth understood all too well that Darcy didn't like to be connivingly gushed over or bothered with continual chatter. In fact, before she fell in love with him, she used her knowledge of the latter fact against him:

They stood [dancing] for some time without speaking a word; and she began to imagine that their silence was to last through the two dances, and at first was resolved not to break it; till suddenly fancying that it would be the greater punishment to her partner to oblige him to talk, she made some slight observation on the dance. He replied, and was again silent. After a pause of some minutes, she addressed him a second time with:—"It is *your* turn to say something now, Mr. Darcy. I talked about the dance, and *you* ought to make some sort of remark on the size of the room, or the number of couples."

So if you want to annoy an INTJ, now you know how.

It should be noted that INTs (and probably all Rationals) do not forget other people's behavior; everything that a person says and does goes on their permanent record. As Darcy observed, "I cannot forget the follies and vices of others so soon as I ought, nor their offenses against myself. My feelings are not puffed about with every attempt to move them. My temper would perhaps be called resentful. My good opinion once lost, is lost forever." Other types tend to believe that their behavior will be forgiven and forgotten; INTJs will forgive, but not forget. Another INTJ, who we will meet in the next chapter, showed the same trait: "St. John was not a man to be lightly refused: you felt that every impression made on him, either for pain or pleasure, was deep-graved and permanent."

When courting an INTJ, be aware that your behavior is noted and remembered.

Compliments

When courting an INTJ, one mistake is to focus on how much you admire the INTJ's attractive physical form, clothes or hair. INTJs are probably the Judging type that least cares about dressing properly, and as for the biological shell the INTJ's mind inhabits, its appearance is genetically determined and the INTJ has difficulty understanding why they deserve compliments for something they have no control over. Such "compliments" can even make them feel uncomfortable, and the INTJ may begin to suspect your motivations. It is far better to compliment an INTJ on their mind, their wit, the elegance of their project's design, their sense of humor, etc. These are things that INTJs value about themselves, and they will appreciate acknowledgment for them.

INTJs often have trouble figuring out how to respond to a compliment gracefully. This is partially because they are highly critical of themselves, and therefore it is hard for them to accept others' positive words without a certain skepticism. But even if they realize the compliment was sincere, they may find themselves embarrassed and tongue-tied as they try to thank the other person. One way to avoid forcing an INTJ to respond to a compliment is to objectively mention a good quality that the INTJ exhibits to a third party while the INTJ is present. The INTJ is most pleased by compliments that seem to be unbiased—and therefore more trustworthy. And if the INTJ respects the person who gave the compliment, it's +10!

Since INTJs are less interested in compliments than most other types, they may make the mistake of not appreciating and admiring their prospective mate's body, clothing, hair, etc. While elaborate preparations and a beautiful phenotype may not be important to the INTJ, it could be quite

important to the INTJ's date. Perhaps the INTJ's partner spent significant time and money achieving that look, and is hoping for the INTJ's praise. Giving compliments may not come naturally at first, but it is a skill that can be learned.

Gift Giving

Since Rationals have the lowest interest in gifts of all temperaments, and since they also dislike sentimental gifts while other temperaments love them,¹²⁰ it behooves INTJs to put some extra effort into gift-giving. Remember the Principle of Misplaced Empathy and avoid the trap of getting your loved one what you think you would like if you were them.

The INTJ's partner may feel bad about getting their girlfriend or boyfriend a "soulless" present like a gift card. To relieve these feelings, the partner can tape the gift card to something more meaningful, like a book. Rationals also like big, spendy gifts, so it might be worth it to forgo several lesser gifts and save up for one high impact gift. For SPs, this will come naturally; for SJs, not so much.

One quick note on Valentine's Day. It is often noted that ESFJs are the type that seems to get the most enjoyment out of celebrating the holidays—putting up decorations, cooking a feast, inviting friends and family over, trimming the tree, and carrying out all the family traditions.

What is usually neglected, however, is the fact that INTPs—the reverse of ESFJs—are probably the type least inclined to celebrate the holidays. One might be tempted to attribute this to the relatively higher percentage of agnostics and atheists in the INTP population,¹²¹ but no, INTPs of faith also neglect holiday traditions—it is a type thing. And it is likely that their cousins the INTJs share this apathy. I would guess that INTJs are the type second least interested in celebrating holidays.

INTJs are lethargic about decorating, uninterested in preparing a feast, and not keen on crowded gatherings. An INTJ office will probably not have any seasonal decorations up; the INTJ doesn't even own any, and putting them up and taking them down would be too much trouble. The same goes for the holiday trappings of the house. It isn't that INTJs hate Christmas or don't enjoy the holidays, but the things that go into celebration tend to require opposite interests than the ones they are gifted with. INTJs would rather appreciate the holiday creations of others than make such creations themselves. INTJs tend to have relatively low "holiday spirit."

Which is all to say that when it comes to Valentine's day, INTJs will play along, but not with the expected enthusiasm. They just don't see what's so special about one day over another.

INTJ Marriage, Remarriage, and Divorce

One study of introverted veterans in treatment for PTSD examined many issues dealing with marriage.¹²² Unfortunately, there were only eight INTJs in the study, so I offer this data not so much because it does a good job of representing the traits of all INTJs but because it calls into question the stereotypes that supposedly represent the traits of all INTJs.

The survey found that INTJs were neither more or less likely than other introverted types to *never* have married; neither more or less likely than other introverted types to have domestic trouble; neither more or less likely than other introverts to be remarried; and they were married for an average length of time. In short, they were pretty much average in every respect. Compare this to the 21 INTPs in the study, who were more likely to get married than average, more likely to get

¹²⁰ Parent, n.d.

¹²¹ Myers, McCauley, Quenk & Hammer, 1998

¹²² Otis & Louks, 1997

remarried than average, and also had more domestic trouble than average. And yet, both INT types have a reputation for never getting married. Isn't that interesting? You can't always trust stereotypes.

INTJs tend to make loyal mates; in fact, all TJ types rated the "fidelity" as their most important relationship satisfier.^{123, 124} As judgers, they are also less likely to divorce than perceivers.¹²⁵

Conflict

During conflict, INTJs try to retain the appearance of calmness—whatever they may actually be feeling. Elizabeth and Darcy had a short but intense fight after Elizabeth turned down Darcy's marriage proposal with a witty put down. Observe Darcy's response to Elizabeth's first salvo: "His complexion became pale with anger, and the disturbance of his mind was visible in every feature. He was struggling for the appearance of composure, and would not open his lips till he believed himself to have attained it. ...At length, with a voice of forced calmness..."

In the course of the fight, Elizabeth managed to vent all her concerns thoroughly, while Darcy listened without interrupting. (INTJs are good listeners provided that the speaker isn't making small talk.) Darcy, however, did *not* vent his side of the story. In fact, the fight ended with him stalking off, leaving the issues Elizabeth had brought up unresolved. As he explained this behavior, "You may possibly wonder why all this was not told you last night; but I was not then master enough of myself to know what could or ought to be revealed."

Issues that are left undiscussed at length are a particular problem for introverts, especially if both partners favor this preference.¹²⁶ By hiding their growing irritation, introverts actually prolong their grudges. (I should note that being conflict averse is not necessarily a bad thing. People who avoid making a fuss over the occasional, temporary bumps and bruises of life have smoother sailing than those who raise an outcry over each offense. It is only when the same offenses are repeated over and over that conflict aversion becomes a nonfunctional strategy.)

However, INTJs do have one thing on their side in this regard: they are thinkers. Thinkers understand that conflict may be unpleasant, but it can also be the first step in draining a festering wound. For feelers, conflict is much more painful, and therefore they seek more strongly to avoid it. If conflict were band-aids, thinkers would favor ripping the band-aid off in one swift, agonizing yank, while the feelers would prefer to pull it up little by little.

Fortunately, when the fight was over, Darcy took up pen and paper and wrote out a lengthy reply that addressed Elizabeth's criticisms in depth. A letter can be a good way for an introvert to tell their side of the story thoroughly and without interruption. One caution however: "When I wrote that letter," replied Darcy, "I believed myself perfectly calm and cool, but I am since convinced that it was written in a dreadful bitterness of spirit." It's probably a good idea to hang onto the letter for a day to make sure the wording conveys what you intended. If you've ever posted an argument on the internet, you will doubtless appreciate this principle.

123 Tieger & Barron-Tieger, 2000

124 There is a chart on pg. 315 of Tieger & Barron-Tieger's book which implies (but does not say directly) that INTJs value "Fidelity" the least of all types. It shows that 73% of INTJs believe that "fidelity" is the most important value in a relationship, while 88% of ESTJs believe it was the most important value, with the ESTJs being the implied most fidelity-valuing type and INTJs the implied least fidelity-valuing type. This is curious, since "fidelity" was the INTJ's highest ranked value, while it did not even make the ENTP's top seven list. Since I'm not sure how to reconcile these two facts, I decided to leave this statistic uninterpreted. At any rate, INTJs do not have a reputation for hopping from partner to partner like the ENTPs and ESTPs do.

125 Discovery Reveals Partner Satisfaction Through Myers Briggs Types, n.d.

126 Kroeger & Thuesen, 1994

When Elizabeth first read through the letter, she rejected the contents completely...then, on a second reading, she was mortified to discover that Darcy actually had some very good points. Darcy too was outraged at Elizabeth's condemnation of his character, and it not until after a long and bitter searching of the soul that he accepted she had been right about him. Eventually, the nasty experience resulted in a permanent resolution to their problems.

One final note on conflict. The INTJ's argumentative streak can be particularly daunting for a feeler, and their partner may choose to suppress their anger rather than go through the even worse aggravation of fighting about it. By contrast, when an INTJ is engaged in a conflict, they will be blunt and straightforward in expressing their concerns—assuming they decide to say anything at all about them. A conflict-shy partner may need encouragement to express their views.

Contracting

Suppose that your partner has what you would consider an unreasonable expectation of you—i.e. getting out of the house more to attend social gatherings. Or suppose that you have mutually incompatible desires. Or suppose your partner has vague expectations that you “spend more time with them” but you have the sinking suspicion that they expect you to feed a black hole.

One solution to these scenarios is contracting.¹²⁷ This is where husband and wife work out a deal where each party agrees to give in to some of the other's needs in exchange for specific reciprocal advantages. The terms of the contract are spelled out exactly. For example, what about “getting out of the house,” an activity which often entails too much chitchat with strangers for the INTJ's taste? From the extravert's perspective, it may seem like the INTJ doesn't care about them enough to do things with them, while from the INTJ's perspective, it seems unfair that they should be forced to do something they find unenjoyable.

The INTJ could simply engage their willpower and refuse the extravert, or the extravert could nag and complain until the INTJ relents. But this is not a recipe for a harmonious relationship. If either party got what they wanted, the result would be to leave the other party feeling unsatisfied and uncared about. A better outcome is for each person to compromise and get half of what they want, while receiving equal concessions from their partner.

For starters, the nebulous idea of “getting out of the house” could be clarified into a list of specifics: going to visit friends the extravert knows but the INTJ doesn't, going to visit close mutual acquaintances, going to visit family members, going to impersonal public events like the movies, etc. Or, the idea of “avoiding too much socialization with strangers” could be clarified into staying home on weekends or certain weekdays, inviting people over less often, keeping guest lists short, etc. The goal is to convert a vague pie-in-the-sky wish list into a list of actual, physical, measurable wants.

Chances are that some of these things will seem more or less tolerable to each party. Maybe the INTJ doesn't really mind visiting family members. Maybe the Extravert is okay with not having friends over on weekdays. This leads to the next step: contracting. Each party will want to think about the other's list and decide upon which favors they would be most willing to concede. The idea is to work out a list of items which, taken as a whole, will have desirable advantages for both. Further refinements to the contract will deal with questions like “How many days per week shall company come over?” or “Which kinds of social gatherings will be included in the two-nights-out-together-per-week we agreed upon?” or “If I answer the telephone from now on, could we have one extra night out together?”

127 Kroeger & Thuesen, 1994

The finished contract will look something like this: “The INTJ agrees to allow company over once a week and to go out twice to social gatherings, but only if a friend they already know is going. The Extravert agrees to answer the telephone and will not have more than four people over at once except on special occasions. The Extravert will also allow the INTJ to leave parties early if they wish. The INTJ agrees to spend at least one hour chatting with company when they do come over.”

A well-written contract should make it easy to say when both parties are upholding their side of the bargain. And since expectations are clearly laid out, neither partner is required to do more than stipulated. Nor does either partner have a right to complain or nag anymore.

In the final stage, both parties set their agreement into a *written* contract, sign it if necessary, and agree to try it out for two months. (Yes, you do need a time period—don’t just let it be forever.) On a weekly basis, both parties need to check to make sure that they are upholding their end of the bargain. At the end of the two months, the contract should be revisited, reviewed and adjusted as necessary.

Contracting can be used in an infinite variety of situations; Kroeger and Thuesen include examples in their book of how couples contracted over the questions of having children, getting married, satisfying their relatives, and more. As the authors note, INTJs will keep their contracts, though they have a tendency to reinterpret them as new situations come up.

Those 3 Little Words

Tieger and Barron-Tieger (2000) suggest that because INTJs are so private, they may not express their feelings or thoughts enough to satisfy their more expressive mates. (This is true of all Rationals, but particularly the INTs.) Indeed, INTJs are not big on sharing their feelings. They dislike being pressured to make emotional expressions, i.e. giving compliments or saying “I love you” over and over again. Over-frequent expression seems unnatural and insincere to them.

How often should one say “I love you”? Kroeger and Thuesen (1994) suggested at least once a week, but when I told my NF friend this she was horrified and insisted that it should be once a day. So obviously there are differences of opinion among the types. If your spouse keeps asking, “Do you love me?” then you probably need to up the frequency. As a general rule of thumb, extraverted feelers = high frequency; introverted thinkers = low frequency.

As noted in the INTJ/NF section, the INTJ believes a compliment lasts forever unless revoked. However, the INTJ's spouse may mistakenly interpret silence as lack of affection. Adding to this problem is the fact that the NTs as a group tend to be highly focused on the problems they are currently working on, and are simultaneously disinterested in daily domestic matters.¹²⁸ Keirsey suggests that although NTs may need reminders to pay attention to their relationships and family life, the NT's spouse may not be willing to give such reminders, reasoning to themselves, “It isn't real love if it is given under duress.” The Rationals then continue obliviously on with their projects, and cannot understand when their spouses finally tell them they are cold or uncaring. “How can they think I don't love them?” the Rational wonders incredulously. “Isn't it obvious?”

So what can we say here? Although INTJ probably have lower relational needs than most, they may run into trouble if they assume that other types share the same low needs for communication, emotional expression, etc. (This assumes that you haven't married another INTJ, which seems to be the preferred route.)

I suspect that the issue is this: compared to most other types, INTJs do not have very high needs

128 Keirsey, 1998

from their partner. The INTJ self reliance can even cause a partner to feel somewhat useless, “You don't need me for anything. Why do you even want me?” It does not take as much “input” to satisfy an INTJ as say, an ENFJ. An INTJ can live happily enough on a dime's worth of love demonstrations while their partners may require a dollar's worth. Indeed, were the INTJ to have a full dollar's worth of love demonstrations poured upon them, they might feel smothered.

What to do about the difference in input? An INTJ trying to produce a dollar's worth of love demonstrations would exhaust themselves, while an ENFJ might produce such a quantity effortlessly. The best thing to do then, is to invest the dime wisely in the area where it will produce the greatest return. In short, find out what your spouse's most highly preferred “input” is and selectively direct your efforts there. Does your partner prefer physical affection? Help around the house? Gifts? Verbal expressions of love? Doing activities together? The book “16 Ways to Love Your Lover” is a good place to start your study, and you can find plenty of leads on the internet. Heck, you could even *ask* your partner!

Let's look at some areas where INTJs can improve their marital skills.

Giving Emotional Support

So here's a problem for you. Your partner, a Feeler, has just come up to you and shared an experience that has resulted in a state of emotional distress, insecurity, anger, worry, or rejection.

- “My boss said he expects me to do better on the project this time.”
- “My friend has been telling everyone I'm selfish.”
- “I'm so worried about this interview.”

They may even (gasp) cry.

What do you do?

Being an INTJ, your first instinct will probably be to provide logic-based advice on how to solve the problem. This is not necessarily the best approach. Often what your Feeling partner wants is not necessarily a *solution*, but emotional support in their time of need. (This humorous [video](#) embodies the difference in perspectives perfectly, though they frame it as a male/female issue.) Failure to provide emotional support may eventually lead to accusations such as “You weren't there for me” or “You didn't care about me.”

So how does one provide such support? Well, here are some ideas:

- Validate the other's feelings by noting what emotions they must be feeling. “You must feel pretty upset about what they said.” “That must have hurt.” “You're worried, huh?” “Oh no. You must feel awful.” Their feelings may sometimes seem illogical or over the top, but that's to be expected from your own cool, lizard-like perspective. Your job here is to be something like a verbal mirror for their emotions, reflecting back their distress in a compassionate way. Emotional verbalization doesn't come easy for an INTJ, but do the best you can. Even a little is much better than nothing.
- Tell your partner that you value and love them. Provide specific examples of what you appreciate to counteract their own or others' negative evaluations. Bring up specific examples of how things have turned out alright in the past. “It'll be okay” is kind of shallow; you need to dig deeper. It's alright to *repeat* your examples a couple of times so that it will sink in (this probably won't come naturally). You're essentially constructing a positive mental picture to replace the negative one.
- Just listen without trying to solve things. Your partner may simply want someone to vent to.

You're sort of like a journal in which they can confide their private thoughts and find a measure of release. As an experiment, try not giving advice unless they specifically ask you for it.

- Narrow down what they're upset about. Ask questions until you can figure out specifically what is bothering them. When they understand this, it may bring some relief. A side benefit is that you're also encouraging them to talk and express their feelings, which results in a release. It also gives you more opportunities to validate their feelings and affirm their value and positive qualities.

Children

A study found that INTJs may be one of the types most likely to marry, but not have children. Freije (1991) surveyed 130 people who did not intend to have children and 398 who did (there were 19 INTPs total in the combined sample). Among those choosing *not* to have children, 51% consisted of INTJs. Yet INTJs were only 11% of the sample that did intend to have children. And where did INTJs fall into it? 13 of the 19 INTJs—about two thirds—indicated that they did not want children. Now you know who to blame for the birth dearth.

- INFJ – 2.95 times as many as expected did not want children (but the group included only 8 INFJs, so this finding should be regarded with suspicion)
- **INTJ – 2.78 times as many as expected did not want children**
- INTP – 2.51 times as many as expected did not want children
- ISTP – 2.47 times as many as expected did not want children
- ISTJ – 2.25 times as many as expected did not want children
- ISFP – 1.76 times as many as expected did not want children

ENTPs, ESFPs, ESFJs, ESTPs, and ENFJs were the types that most wanted children.

Although this was only a small exploratory study, it would be wise to discuss the subject of having children before getting married.

Recommendations

If you want to approach building a better relationship from a type perspective, I recommend the following books:

- [16 Ways to Love Your Lover](#) by Kroeger and Thuesen - This honest book uses type to explain in great detail why your spouse is so annoying, and why you yourself are so annoying to your spouse. If you're having marital issues, this is the book I recommend. \$1 used.
- [Just Your Type: Create the Relationship You've Always Wanted Using the Secrets of Personality Type](#) by Tieger and Barron-Tieger - Contains descriptions of every possible pairing, i.e. INTP x ISFJ, INTP x ESFP, INTP x ENFP. If you're curious to explore a specific relationship, this book will do give you the information you need. \$5 used.

Mr. St. John

After studying Mr. Darcy, the ultimate INTJ romantic interest, it is interesting to study the portrayal of an INTJ romantic *villain*. Here Mr. St. John addresses Jane Eyre (INFJ), heroine of the book *Jane Eyre* (read [here](#)).

“You have taken my confidence by storm,” he [Mr. St. John] continued, “and now it is much at your service. I am simply, in my original state—stripped of that blood-bleached robe with which Christianity covers human deformity—a cold, hard, ambitious man. Natural affection only, of all the sentiments, has permanent power over me. Reason, and not feeling, is my guide; my ambition is unlimited: my desire to rise higher, to do more than others, insatiable. I honour endurance, perseverance, industry, talent; because these are the means by which men achieve great ends and mount to lofty eminence. I watch your career with interest, because I consider you a specimen of a diligent, orderly, energetic woman: not because I deeply compassionate what you have gone through, or what you still suffer.”

Mr. St. John wasn't actually evil, though he was trying to steal Jane's heart away from her true love, an ENTJ. His fault is that he wanted Jane to marry him, but not for love.

Evidence for INTJ

- Described as uncommunicative, reserved, distant, shy, mute (I)
- Disliked noise and bustle (I)
"Indeed, the bare idea of the commotion, at once sordid and trivial, going on within [the house's] walls sufficed to scare him to estrangement."
- Made long pauses before speaking and responding (I)
- Quiet and terse speech (I)
"These opinions he delivered in a few words, in a quiet, low voice; and added, after a pause, in the tone of a man little accustomed to expansive comment..."
- Did not readily open up or become intimate with others (I)
"I was going to speak, though not very well knowing in what words to frame my inquiry—it is at all times difficult to break the ice of reserve glassing over such natures as his..."
"With all his firmness and self-control," thought I, "he tasks himself too far: locks every feeling and pang within—expresses, confesses, imparts nothing."
- Had a habit of reading a book at the table during dinner (IN)

"St. John had a book in his hand—it was his unsocial custom to read at meals..."

- Described as having an abstracted nature (IN)
- Read quite a bit (Number of books read increases with N¹²⁹)
- Seldom gave praise (NT)

"He said I must have gone through a great deal of fatigue and trouble to have effected such considerable changes in so short a time: but not a syllable did he utter indicating pleasure in the improved aspect of his abode. This silence damped me."

- Calm, impassive and imperturbable (NT)
"maintaining a marble immobility of feature."
"Whether he was incensed or surprised, or what, it was not easy to tell: he could command his countenance thoroughly."
- Tight self control (NT)
- Had a powerful mind in the conventional sense of the word (NT)
- Tended to be most interested in the doctrinal aspects of Christianity (NT)¹³⁰
- Described as *not* being yielding or impressionable (T)
"You would think him gentle, yet in some things he is inexorable as death..."
- Described as cool, cold, hard and stern (T)
"I am cold: no fervour infects me."
- Tended to state his wishes as demands and commands rather than as suggestions or information (NTJ favored over NTP)¹³¹
- He timed the discussion length of a subject (J)

"“It is very pleasant to hear this,” he said—“very: go on for another quarter of an hour.” And he actually took out his watch and laid it upon the table to measure the time."

- Exhibited the death glare (INTJs favored most)
"St. John's eyes, though clear enough in a literal sense, in a figurative one were difficult to fathom. He seemed to use them rather as instruments to search other people's thoughts, than as agents to reveal his own: the which combination of keenness and reserve was considerably more calculated to embarrass than to encourage."

"...he leaned over the table and required an answer by a second firm and piercing look."

"He lifted his gaze, too, from the daisies, and turned it on her. An unsmiling, a searching, a meaning gaze it was."

"I found myself under the influence of the ever-watchful blue eye. How long it had been searching me through and through, and over and over, I cannot tell: so keen was it, and yet so cold, I felt for the moment superstitious—as if I were sitting in the room with something uncanny."

- Described as serious, sombre and "grave almost to displeasure" (INTJ favored)

129 Hicks in Myers, McCaulley, Quenk & Hammer, 1998

130 Keirse, 1998

131 Keirse, 1987

An INTJ in Love

INTJs have a stereotypical reputation as being "robots" who are incapable of feeling. Mr. St. John was never in love with Jane; rather, he was in love with a charming, good-natured, beautiful ESFP by the name of Rosamond Oliver, and she in turn loved him. However, for various reasons he stoically refused to act on his feelings. Here Jane Eyre attempts to literally "draw" Mr. St. John out by showing him a sketch she made of Rosamond in order to tempt him to act.

"She likes you, I am sure," said I [Jane], as I stood behind his chair, "and her father respects you. Moreover, she is a sweet girl—rather thoughtless; but you would have sufficient thought for both yourself and her. You ought to marry her."

"Does she like me?" he asked.

"Certainly; better than she likes any one else. She talks of you continually: there is no subject she enjoys so much or touches upon so often."

"It is very pleasant to hear this," he said—"very: go on for another quarter of an hour." And he actually took out his watch and laid it upon the table to measure the time.

"But where is the use of going on," I asked, "when you are probably preparing some iron blow of contradiction, or forging a fresh chain to fetter your heart?"

"Don't imagine such hard things. Fancy me yielding and melting, as I am doing: human love rising like a freshly opened fountain in my mind and overflowing with sweet inundation all the field I have so carefully and with such labour prepared—so assiduously sown with the seeds of good intentions, of self-denying plans. And now it is deluged with a nectarous flood—the young germs swamped—delicious poison cankering them: now I see myself stretched on an ottoman in the drawing-room at Vale Hall at my bride Rosamond Oliver's feet: she is talking to me with her sweet voice—gazing down on me with those eyes your skilful hand has copied so well—smiling at me with these coral lips. She is mine—I am hers—this present life and passing world suffice to me. Hush! say nothing—my heart is full of delight—my senses are entranced—let the time I marked pass in peace."

I humoured him: the watch ticked on: he breathed fast and low: I stood silent. Amidst this hush the quartet sped; he replaced the watch, laid the picture down, rose, and stood on the hearth.

"Now," said he, "that little space was given to delirium and delusion. I rested my temples on the breast of temptation, and put my neck voluntarily under her yoke of flowers. I tasted her cup. The pillow was burning: there is an asp in the garland: the wine has a bitter taste: her promises are hollow—her offers false: I see and know all this."

I gazed at him in wonder.

"It is strange," pursued he, "that while I love Rosamond Oliver so wildly—with all the intensity, indeed, of a first passion, the object of which is exquisitely beautiful, graceful, fascinating—I experience at the same time a calm, unwarped consciousness that she would not make me a good wife; that she is not the partner suited to me; that I should discover this within a year after marriage; and that to twelve months' rapture would succeed a lifetime of regret. This I know."

"Strange indeed!" I could not help ejaculating.

"While something in me," he went on, "is acutely sensible to her charms, something else is as deeply impressed with her defects: they are such that she could sympathise in nothing I aspired to—co-operate in nothing I undertook. Rosamond a sufferer, a labourer, a female apostle? Rosamond a missionary's wife? No!"

"But you need not be a missionary. You might relinquish that scheme."

"Relinquish! What! my vocation? My great work? My foundation laid on earth for a mansion in heaven? My hopes of being numbered in the band who have merged all ambitions in the glorious

one of bettering their race—of carrying knowledge into the realms of ignorance—of substituting peace for war—freedom for bondage—religion for superstition—the hope of heaven for the fear of hell? Must I relinquish that? It is dearer than the blood in my veins. It is what I have to look forward to, and to live for.”

Mr. St. John is clearly not passionless, but neither is he a slave to his wild emotions. In the end, his mind and will overcame his overflow of feelings, and he never lost his objectivity. Many find this characteristic of Rationals very difficult to understand, but it is an integral part of their makeup.

It is also interesting to note that Mr. St. John was able to imagine his life with Rosamond in vivid detail. Kroeger & Thuesen (1994) have suggested that the naturally rich thought lives of INTs carry over into their experience of love. Like all intuitives, INTJs pour their imagination into romantic encounters beforehand, envisioning what might happen and concocting possibilities in their minds. But for INTs, who spend so much time in their heads, this experience is far more rich and satisfying than for most types.

Another theme that comes up when studying accounts of INTJ and INTP behavior is the phenomenon of an INT who goes for decades without the slightest interest in love, then one day falls *hard* for a particular person. (As a parallel, see Susan Calvin in Isaac Asimov's short story *Liar*.) This seemed to be the experience for Mr. St. John, and one wonders how frequently it occurs.

Mr. St. John saw his life's work was more important than domestic bliss. Since INTJs are one of the types which most values "achievement" and the type that puts the lowest value on "home/family"¹³² his decision is consistent with INTJ behavior. Doubtless the "either/or" nature of his Mr. St. John's dilemma was a factor in his decision; if Rosamond would have been able to accompany him on the missions field I think the result would have been different. As it was, he was being forced to decide between happiness at home with a stiflingly monotonous career, or life without Rosamond but a career that fulfilled his NT need for achievement and challenge.

Rosamond (ESFP) is of course the opposite type from Mr. St. John. It is interesting to note that Charlotte Brontë, who of course had no knowledge of type, was able to perfectly oppose the personalities of these two lovers. Most people have an informal understanding of the MBTI that derives from life experience, and authors are particularly keen observers in this regard.

When Jane Eyre considered this situation later, she reflected,

"St. John was a good man; but I began to feel he had spoken truth of himself when he said he was hard and cold. The humanities and amenities of life had no attraction for him—its peaceful enjoyments no charm. Literally, he lived only to aspire—after what was good and great, certainly; but still he would never rest, nor approve of others resting round him. As I looked at his lofty forehead, still and pale as a white stone—at his fine lineaments fixed in study—I comprehended all at once that he would hardly make a good husband: that it would be a trying thing to be his wife. I understood, as by inspiration, the nature of his love for Miss Oliver; I agreed with him that it was but a love of the senses. I comprehended how he should despise himself for the feverish influence it exercised over him; how he should wish to stifle and destroy it; how he should mistrust its ever conducting permanently to his happiness or hers. I saw he was of the material from which nature hews her heroes—Christian and Pagan—her lawgivers, her statesmen, her conquerors: a steadfast bulwark for great interests to rest upon; but, at the fireside, too often a cold cumbrous column, gloomy and out of place."

It is not true that INTJs make poor husbands, but it is true that they need an outlet for their NT nature. For INTJs, the pull of the home sphere seems weaker than average.

132 Myers, McCaulley, Quenk & Hammer, 1998

An INTJ Pygmalion Project

Mr. St. John also affords us an excellent example of what an INTJ Pygmalion project might look like. In this case, Jane (INFJ) was being Pygmalioned¹³³ into a pseudoINTJ.

I found him [Mr. St. John] a very patient, very forbearing, and yet an exacting master: he expected me to do a great deal; and when I fulfilled his expectations, he, in his own way, fully testified his approbation. By degrees, he acquired a certain influence over me that took away my liberty of mind: his praise and notice were more restraining than his indifference. I could no longer talk or laugh freely when he was by, because a tiresomely importunate instinct reminded me that vivacity (at least in me) was distasteful to him. I was so fully aware that only serious moods and occupations were acceptable, that in his presence every effort to sustain or follow any other became vain: I fell under a freezing spell. When he said “go,” I went; “come,” I came; “do this,” I did it. But I did not love my servitude: I wished, many a time, he had continued to neglect me.

Mr. St. John believed that the character of his INFJ pupil would be improved by making her more serious, calm, cool, and hard working—all the key tenants of the INTJ personality. Although well meant and seemingly beneficial, such efforts rarely produce good (or lasting) fruit. In Jane's case they resulted in suffocation:

As for me, I daily wished more to please him; but to do so, I felt daily more and more that I must disown half my nature, stifle half my faculties, wrest my tastes from their original bent, force myself to the adoption of pursuits for which I had no natural vocation. He wanted to train me to an elevation I could never reach; it racked me hourly to aspire to the standard he uplifted. The thing was as impossible as to mould my irregular features to his correct and classic pattern, to give to my changeable green eyes the sea-blue tint and solemn lustre of his own.

Now, this Pygmalion project was bad enough in a mere teacher/pupil relationship. But later, Mr. St. John wanted Jane to marry him and go out on the missions together. Jane was willing to do the latter, but not the former. She eventually refused his marriage proposal, in part because the thought of being forced to act like an INTJ forever was *intolerable*.

I looked at his features, beautiful in their harmony, but strangely formidable in their still severity; at his brow, commanding but not open; at his eyes, bright and deep and searching, but never soft; at his tall imposing figure; and fancied myself in idea *his wife*. Oh! it would never do! As his curate, his comrade, all would be right: I would cross oceans with him in that capacity; toil under Eastern suns, in Asian deserts with him in that office; admire and emulate his courage and devotion and vigour; accommodate quietly to his masterhood; smile undisturbed at his ineradicable ambition; discriminate the Christian from the man: profoundly esteem the one, and freely forgive the other. I should suffer often, no doubt, attached to him only in this capacity: my body would be under rather a stringent yoke, but my heart and mind would be free. I should still have my unblighted self to turn to: my natural unenslaved feelings with which to communicate in moments of loneliness. There would be recesses in my mind which would be only mine, to which he never came, and sentiments growing there fresh and sheltered which his austerity could never blight, nor his measured warrior-march trample down: but as his wife—at his side always, and always restrained, and always checked—forced to keep the fire of my nature continually low, to compel it to burn inwardly and never utter a cry, though the imprisoned flame consumed vital after vital—*this* would be unendurable.

Often differences are what attract people to each other in the first place. Alas, no sooner do the lovers marry than they decide to get down to business of "helping" each other to become better

133 Turned into another type.

people, i.e. more like themselves. Jane's fiery INFJ passion is in many ways the antithesis of Mr. St. John's cool INTJ self restraint; indeed, Jane sees her inner "fire" as being put out by a man whose personality she continually compared with marble, metal, stone, and ice.

It was unfortunate that Mr. St. John could not see what he was doing. If he had chosen to work with Jane's natural strengths rather than cramming her into a box, they could have had a happier relationship.

An INTJ Pastor

Oswald and Kroeger (1988) have noted that NT pastors may find themselves discontented with their work if they cannot apply themselves to new projects and new challenges. This is a key part of the INTJ character. When asked to rank a list of values that included achievement, home/family, health, autonomy, financial security, friendships, and learning, both INTJs and ENTPs ranked achievement as their third most important value—which was also the highest rank of any type.¹³⁴ Note too that INTJs were the type least satisfied with their current job's opportunities for promotion.¹³⁵ Mr. St. John's thirst for achievement and accomplishment are clearly visible in the following passage:

“A year ago I was myself intensely miserable, because I thought I had made a mistake in entering the ministry: its uniform duties wearied me to death. I burnt for the more active life of the world—for the more exciting toils of a literary career—for the destiny of an artist, author, orator; anything rather than that of a priest: yes, the heart of a politician, of a soldier, of a votary of glory, a lover of renown, a luster after power, beat under my curate's surplice. I considered; my life was so wretched, it must be changed, or I must die. After a season of darkness and struggling, light broke and relief fell: my cramped existence all at once spread out to a plain without bounds—my powers heard a call from heaven to rise, gather their full strength, spread their wings, and mount beyond ken. God had an errand for me; to bear which afar, to deliver it well, skill and strength, courage and eloquence, the best qualifications of soldier, statesman, and orator, were all needed: for these all centre in the good missionary.

“A missionary I resolved to be. From that moment my state of mind changed; the fetters dissolved and dropped from every faculty, leaving nothing of bondage but its galling soreness—which time only can heal. My father, indeed, imposed the determination, but since his death, I have not a legitimate obstacle to contend with; some affairs settled, a successor for Morton provided, an entanglement or two of the feelings broken through or cut asunder—a last conflict with human weakness, in which I know I shall overcome, because I have vowed that I *will* overcome—and I leave Europe for the East.”

He said this, in his peculiar, subdued, yet emphatic voice; looking, when he had ceased speaking, not at me, but at the setting sun, at which I looked too.

Like many a Rational, Mr. St. John was stuck in a stagnant job that would offer him little change or challenge. Many people learn about the MBTI because they are unhappy in their current career. Alas, it is often impossible to switch careers, since it would require another college degree, a big dip in salary at the new job, or other difficulties. Fortunately these problem can sometimes be circumvented by remaining in the same field, but switching to a different role—from priest to missionary in St. John's case. To take another example, a bored INTJ high school math teacher might take on responsibility for converting her math department over to e-books and tablets and eventually segway into education technology. Essentially the idea is to use one's talents in the same field, but from a different angle.

The passage also demonstrates Mr. St. John's exemplary Rational willpower and self mastery as he struggled to carry out the blueprint of his mind regardless of his feelings and longings. For the NT, the mind is master, the will the taskmaster, and emotions and body the slaves. Or at least that's how it works in theory. The slaves can sometimes be quite rebellious.

134 Myers, McCaulley, Quenk & Hammer, 1998

135 Myers, McCaulley, Quenk & Hammer, 1998

INTJs: The Vampire Hunting Type?

Increasing vampire awareness has made it more important than ever for the average man to assess his ability to hunt and destroy bloodsucking creatures of the night. In this chapter, we will seek to address some questions relating to type and vampires:

1. Do INTJs have a natural advantage when it comes to hunting vampires?
2. Was Dracula an INTJ?

Van Helsing, Vampire Slayer

He is a seemingly arbitrary man, this is because he knows what he is talking about better than any one else. He is a philosopher and a metaphysician, and one of the most advanced scientists of his day, and he has, I believe, an absolutely open mind. This, with an iron nerve, a temper of the ice-brook, and indomitable resolution, self-command, and toleration exalted from virtues to blessings, and the kindest and truest heart that beats, these form his equipment for the noble work that he is doing for mankind, work both in theory and practice, for his views are as wide as his all-embracing sympathy.

If you keep up with the yearly crop of vampire hunting flicks, you're probably familiar with Van Helsing, a young, hot, crossbow-toting man in a trench coat. This depiction is quite a departure from Van Helsing's original portrayal in the book *Dracula* (read [here](#)). The 1897 Van Helsing was a kindly old INTJ physician/professor from the Netherlands. It would be fair to say that he was the guy that made vampire hunting popular.

In this section we will take a look at the vampire hunting techniques of INTJs, so that you will be prepared when it becomes necessary to fend them off.

Evidence for INTJ

- Tended to clam up when thinking (I)
"his very reticence means that all his brains are working"
- Paused to gather his thoughts before speaking (I)
"He was evidently torturing his mind about something, so I waited for an instant, and he spoke."
- Willingness to entertain the improbable and unprecedented; open minded (N)

"He [Van Helsing] stepped over and sat down beside me, and went on, "You are a clever man, friend John. You reason well, and your wit is bold, but you are too prejudiced. You do not let your eyes see nor your ears hear, and that which is outside your daily life is not of account to you. Do you not think that there are things which you cannot understand, and yet which are, that some people see things that others cannot? But there are things old and new which must not be contemplated by men's eyes, because they know, or think they know, some things which other men have told them. Ah, it is the fault of our science that it wants to explain all, and if it explain not, then it says there is nothing to explain. But yet we see around us every day the growth of new beliefs, which think themselves new, and which are yet but the old, which pretend to be young, like the fine ladies at the opera. I suppose now you do not believe in corporeal transference. No? Nor in materialization. No? Nor in astral bodies. No? Nor in the reading of thought. No? Nor in hypnotism..."

- Self determined; disregarded opinions of others (NT)
"Van Helsing had a way of going on his own road, no matter who remonstrated."
- Was a specialist in obscure diseases rather than a general practitioner (Favors NT)
- Iron self control; capable of totally restraining even the wildest emotional reactions (NT self mastery)
- Tended to speak in long, convoluted sentences with multisyllabic words (NT)
- Unintentionally forgetful of others' delicate feelings. He mentioned that he was sure that Dracula wouldn't be coming back on that particular night. When asked why, he explained that Dracula had already had a big meal. The traumatized victim who provided said meal was in the room. (NT)
"Van Helsing had not intended to recall her frightful experience. He had simply lost sight of her and her part in the affair in his intellectual effort. When it struck him what he said, he was horrified at his thoughtlessness and tried to comfort her."
- Said things like, "Do not ever fear to think." (This should be the NT motto.)
- Liking for puns and double meanings (NT)¹³⁶
"When that fail he [Dracula] make straight for his last resource, his last earth-work I might say did I wish double entente."
- Knew many languages (Favors INT)^{137, 138}
- Willing to accept knowledge from anyone, not just experts (NT)
"Perhaps I may gain more knowledge out of the folly of this madman than I shall from the teaching of the most wise. Who knows?"
- Extremely self confident (NTJ favored among Rationals)
- Future oriented and planful (INTJ future orientation, Judging)
"As usual Van Helsing had thought ahead of everyone else, and was prepared with an exact ordering of our work."
-
- Tended to give imperatives rather than offer suggestions (NTJ communication style favored over NTP)¹³⁹
"We should have ready some plan of attack, so that we may throw away no chance."

136 Keirse, 1998

137 Moody, 1988

138 Ehrman, 2008

139 Keirse, 1987

- Was leader of the vampire hunting group (TJ leadership favored)
- Few friendships (INTJs favored most, alas)¹⁴⁰
 "My life is a barren and lonely one, and so full of work that I have not had much time for friendships, but since I have been summoned to here by my friend John Seward I have known so many good people and seen such nobility that I feel more than ever, and it has grown with my advancing years, the loneliness of my life."
- An observer commented on Van Helsing's style of speech, "His reply was in a way characteristic of him, for it was logical (T favored over F) and forceful (NTJ favored over NTP) and mysterious (I favored over E)." (This description fits INTJ best.)
- Described as solemn, grave, stern, grim (INTJ favored)¹⁴¹

Van Helsing was one of the "soft" INTJs, and like Hercule Poirot (a detective who we will meet later), he had a knack for drawing people out. For instance, one young woman was worried about her husband's vampire-horror-induced mental problems, but was initially reluctant to confide them to Van Helsing. She quickly changed her mind, however: "But he was so sweet and kind, and he had promised to help, and I trusted him." She also recalled about him, "I feel from having seen him that he is good and kind and of a noble nature." At other points in the book, Van Helsing was described as tender, earnest, pitying and gentle. One might be tempted to explain these traits by suggesting that he was a Feeler. However, as we have noted, Van Helsing fits many Rational traits and was metaphorically compared on various occasions to marble, iron and ice—frozen, hard, and unyielding substances. No, Van Helsing is no Feeler, but rather a *nice* Thinker. This sort of thing tends to fly in the face of the INTJ stereotype that floats around on the web, but it is fairly typical.

Vampire Hunting Style

Van Helsing's unique INTJ traits made him well suited to killing vampires. His specialized knowledge and open-mindedness made him the first person to recognize the symptoms of vampiric feeding; he also equipped, organized, and directed the team effort to kill Dracula. Let's look at some of the skills that INTJs bring to the projects they take part in, as applied to the context of vampire hunting.

First to Believe the Impossible

One distinctive trait that characterized Van Helsing was open mindedness. He did not shrink from entertaining unlikely hypotheses just because they were widely considered impossible. Rationals have an instinctive understanding that just because everyone agrees unanimously on a fact doesn't make it true. However, this NT skepticism usually takes the form of refusing to buy into mass superstitions. This was reversed in Van Helsing's case; he refused to buy into the scientific community's unanimous insistence that if something couldn't be positively proved—such as a superstition—then it must not be true at all. We cannot prove that either aliens or God exist, but neither can we prove they don't; Van Helsing reasoned that vampires might exist for much the same reasons. He explained his position as follows, "I heard once of an American who so defined faith, 'that faculty which enables us to believe things which we know to be untrue.' For one, I follow that man. He meant that we shall have an open mind, and not let a little bit of truth check the rush of the big truth, like a small rock does a railway truck. We get the small truth first. Good! We keep him, and we value him, but all the same we must not let him think himself all the truth in the universe." This is more of an INTP position than an INTJ position, but there are plenty of INTJ agnostics.

140 Myers, McCauley, Quenk & Hammer, 1998

141 Thorne & Gough, 1991

For this reason, Van Helsing was the first to realize that they were dealing with a vampire. After trying to treat a young woman's mysterious medical problem (dramatic blood loss) through multiple blood transfusions, he privately came to the conclusion that her "condition" was actually caused by periodic feeding. Van Helsing tried to save the young woman's life, but failed due to circumstances beyond his control. Still, he at least intended to save her from spending her afterlife as a vampire—meaning that after the funeral, he planned to give her a merciful stake through the heart. However, he had trouble convincing his friend and former medical student John of his conclusions. Even after sawing open the now-dead woman's coffin at night—and finding it empty because she was out feeding—then returning the next day to find the coffin occupied again, John refused to acknowledge the possibility of vampirism. Indeed, the next morning John recorded in his diary,

"It is wonderful what a good night's sleep will do for one. Yesterday I was almost willing to accept Van Helsing's monstrous ideas, but now they seem to start out lurid before me as outrages on common sense. I have no doubt that he believes it all. I wonder if his mind can have become in any way unhinged. Surely there must be some rational explanation of all these mysterious things. Is it possible that the Professor can have done it himself? He is so abnormally clever that if he went off his head he would carry out his intent with regard to some fixed idea in a wonderful way. I am loathe to think it, and indeed it would be almost as great a marvel as the other to find that Van Helsing was mad, but anyhow I shall watch him carefully. I may get some light on the mystery."

I am not sure how insanity might manifest in an INTJ, but it certainly is interesting to speculate. Especially since INTs are frequently depicted as mad scientists. At any rate, INTJs are definitely noted for the single minded intensity with which they focus on projects of interest.

INTJs will probably be among the first types to detect vampiric predation, and therefore constitute our first line of defense against the scourge. Whether they will be believed is a different story.

Research

As one might expect, Van Helsing served as the group's vampire expert in residence. He spent days pouring over old texts from all over the world, digging up every bit of arcane lore about vampires he could find. I was actually learned quite a bit from his initial lecture to the group: did you know that vampires can only cross running water at the slack or flood of the tide, or that a branch of wild rose placed on their coffin could trap them inside?

When Van Helsing found out who specifically Dracula was before he died, he researched the man's history to gain insight into his capabilities. Out of the whole team, Van Helsing had the best insight into Dracula's personal motivations and into vampiric psychology in general.

Van Helsing also equipped the team with spiritual and herbal weapons. Crucifixes were easily obtained, but he also brought Communion wafers from his home in Amsterdam (he had an Indulgence for them from the Catholic church), and good ol' garlic (which he had to buy from a local greenhouse because it was winter). I think it's safe to say that INTJs will be one of the best prepared types in terms of supernatural defenses.

Hypnotism

Rationals are always seeking to add new abilities to their repertoire. They don't necessarily use these abilities a great deal; rather, they save them until an occasion arises (if it ever does).¹⁴² I, for example, have always wanted to know how to practice hypnosis upon both myself and others. True, I can think of few occasions where this ability would be useful, but as an NT I don't care—I want the ability for its own sake, not because I have a specific use in mind for it.

142 Keirsey, 1998

Over the course of their lives, Rationals accumulate many such "powers." Occasionally they find unexpected uses for their talents: "Oh, you need someone who knows how to scuba dive?" "Oh, you need an expert in acupuncture?" "Oh, you need someone who can speak Esperanto?" Usually these announcements are greeted with surprise by the INT's acquaintances, who had never suspected that their colleague had such a strange card hidden up their sleeve. People subconsciously recognize this NT tendency to accumulate knowledge and abilities, and therefore the archetypal elderly, powerful, magical, male character is a Rational. Van Helsing is an example of this archetype. He exhibited a wide range of special knowledge and abilities, and the best example of his modern wizardry was his power of hypnosis.

One of Van Helsing's duties was to repeatedly hypnotize a team member who had been partially—but not completely—transformed into a vampire. By this means, he was able to gain brief glimpses into Dracula's mind and track his movements. So here we have an example of how an unusual ability, held in reserve, can ultimately benefit an INTJ's group. Though not widely recognized or appreciated for all their skills, an INTJ may be able to make surprising contributions to a group.

And now you have a reason to learn hypnotism.

Leadership and Organization

Van Helsing became the team leader by unofficial group consent. Nobody ever elected him; they simply recognized that he was the most qualified person and looked to him to direct their efforts. Here are some of the INTJ traits that made him a qualified leader:

- **Calmness and coolheadedness.** By remaining steadfast in the face of setbacks and danger, Van Helsing kept everyone thinking clearly and even created a sense of group optimism. His self-possession helped give his team members others a feeling of control over the situation that prevented despair.
- **Foresight.** Van Helsing was able to predict long-term consequences and guard against them. On more than one occasion, a team member pointed out the immediate benefits of taking a particular action, only to have Van Helsing point out the disastrous future consequences such a decision would have. For instance, after a major defeat Dracula decided to flee back to Transylvania. One of the team members wondered if they shouldn't just let him go and let the whole thing drop. But Van Helsing pointed out that one member of the group had been half-transformed into a vampire. Though she was still alive and human, she would become a true vampire if she died—even of old age. Van Helsing foresaw that even if this team member lived a happy, normal life for the next 60 years, she would inevitably become a member of the Undead when she died. *That's* taking the long view of the situation. Van Helsing also foresaw the larger consequences of failing to kill Dracula: "if we fail, [he may yet become] the father or furtherer of a new order of beings, whose road must lead through Death, not Life." INTJs, with their future orientation and big picture view of situations, often see the larger consequences of an action that others miss. This is a significant component of their leadership abilities.
- **Organization.** Van Helsing was able to set up tasks for the group, taking into account potential sources of delay. He also personally made many of the travel arrangements for their journey to Transylvania to hunt down Dracula. One author has suggested that if an INTJ travels with an ITP, the INTJ will probably end up filling this role.¹⁴³ Although INTJs may not like "international opportunities" as much as the other Rationals,¹⁴⁴ they seem to be

143 Jones & Sherman, 1997

144 Myers, McCauley, Quenk & Hammer, 1998

good at planning trips.

- Secrecy. Van Helsing's team was occasionally required to commit stealthy criminal acts (breaking and entering, hiding activities from the authorities, etc) in the service of greater good. Van Helsing proved himself skilled in concealing the team's activities from both the law and Dracula. He was often the first to think of the measures that would need to be taken to cover their tracks, or to avoid notice altogether. INTJs are good at keeping secrets.

If Van Helsing's leadership had one weak point, it would probably be unexpected physical clashes. At one point, the group was taken by surprise when Dracula showed up at a house they were in. On this occasion, an SP named Quincy Morris took over the group and created an instant ambush plan. Artisan leaders seem to be the best at this sort of immediate response to the unexpected. In this case Van Helsing wisely stepped aside and let his colleague take over.

Despite this potential blind spot, it is clear that INTJs have many advantages when it comes to destroying the Undead. With their knowledgeability, mastermind organizational skill, global perspective, and farsighted vision, they pose a genuine threat to vampires.

But what if the *vampires themselves* are INTJs?

Count Dracula – INTJ?

Did you know that Count Dracula was a Rational?

The million dollar question is, what kind of Rational was he? Unfortunately, the case is a fuzzy one, partially because of the scanty and conflicting evidence, but also because becoming a creature of darkness appears to have confounding effects upon one's type. When I wrote *The Secret Lives of INTPs*, I thought it possible that he might be either an INTP or an INTJ. But, after learning more about INTJs and reading *Dracula* again, I think it likely that he was an INTJ.

First let us examine the evidence for the fact that Dracula was an NT, and from there we can look at his Extraversion/Introversion and Judging/Perceiving.

Evidence for INTJ:

- Dracula told his guest that, "I love the shade and the shadow, and would be alone with my thoughts when I may." (I)
- He lived with a small circle of intimate companions in an otherwise deserted castle. (I)
- He always wore the same style of clothing—pure black—day after day after day. (Argues for unchanging INT dress habits, but then again, none of the vampires in the book change their costumes either, and they probably aren't all INTs, unless you change type when you become a creature of night.)
- Liked reading *informational* books (NT)

"In the library I found, to my great delight, a vast number of English books, whole shelves full of them, and bound volumes of magazines and newspapers. A table in the centre was littered with English magazines and newspapers, though none of them were of very recent date. The books were of the most varied kind, history, geography, politics, political economy, botany, geology, law, all relating to England and English life and customs and manners. There were even such books of reference as the London Directory, the "Red" and "Blue" books, Whitaker's Almanac, the Army and Navy Lists, and it somehow gladdened my heart to see it, the Law List...

'These companions,' and he [Dracula] laid his hand on some of the books, 'have been good friends to me, and for some years past, ever since I had the idea of going to London, have given me many, many hours of pleasure.'"

- Love for learning, experimentation, science (NT)
 "...he [Dracula] was in life a most wonderful man. Soldier, statesman, and alchemist--which latter was the highest development of the science knowledge of his time. He had a mighty brain, a learning beyond compare, and a heart that knew no fear and no remorse. He dared even to attend the Scholomance [a sort of diabolical school], and there was no branch of knowledge of his time that he did not essay."
 "Well, in him the brain powers survived the physical death. Though it would seem that memory was not all complete. In some faculties of mind he has been, and is, only a child. But he is growing, and some things that were childish at the first are now of man's stature. He is *experimenting*, and doing it well." [emphasis mine]
- Iron will, reputation for cleverness (NT)
 "...he no common man, for in that time, and for centuries after, he was spoken of as the cleverest and the most cunning, as well as the bravest of the sons of the 'land beyond the forest.' That mighty brain and that iron resolution went with him to his grave, and are even now arrayed against us."
- Unplayful (NT seriousness)
 "I seek not gaiety nor mirth, not the bright voluptuousness of much sunshine and sparkling waters which please the young and gay. I am no longer young, and my heart, through weary years of mourning over the dead, is not attuned to mirth." - Dracula
- Enjoyed double entendre (NT wordplay)
 "Through them [these books] I have come to know your great England, and to know her is to love her. I long to go through the crowded streets of your mighty London, to be in the midst of the whirl and rush of humanity, to share its life, its change, its *death*, and all that makes it what it is [emphasis mine]." - Dracula
- Seen as unromantic; one of Dracula's female vampire companions accused him by saying: "You yourself never loved. You never love!" (NTs are probably the temperament most likely to be accused of this. But actually, Dracula insisted they were wrong.)
- Strategic intellect (NT)
- Decided to leave Transylvania and travel to London. ("International opportunities" is liked as a job characteristic by most of the Rationals, but particularly by ENTJs. INTJs, however place the least value on it of all the NTs.)¹⁴⁵
- Gave a lot of direct commands (Favors NTJ.¹⁴⁶ However, since Dracula born and raised in a position of absolute power, surrounded by servants, and was subsequently a military leader, it would not be surprising if he learned to command on the way; he also sometimes used the royal "we." And there was also the fact that he viewed humans as mutton chops. So is this evidence for nature or nurture? I don't know. If it is nature, than Dracula was likely an NTJ. If nurture, then what we have is simply an NTP who learned to give commands at a young age. And in fact, at the time the story takes place, Dracula is pretty much on his own; the only other vampires around appear to be his three female companions, whom he seems to be on poor terms with. Clearly he is no longer in a leadership role, and he seems to be content that way. He notes, "I have been so long master that I would be master still, or at least that none other should be master of me." One might argue that leadership per se does not interest him; he simply does not wish to be under anyone's control. He added, "I am content if I am *like the rest*, so that no man stops if he sees me, or pauses in his speaking if he hears my words [his foreign accent], 'Ha, ha! A stranger!'" It seems that Dracula is no longer has much interest in standing out or building an empire.

145 Myers, McCaulley, Quenk & Hammer, 1998

146 Keirse, 1987

This probably argues against ENTJ.)

- Was an effective, strong and determined military leader (This best fits the ENTJ Fieldmarshal, but again, we must note that Dracula received his position from hereditary succession.)

- Seems to have kept himself and his possessions neat to some extent; he brought along hygiene supplies to his new house. (J)

"There were title deeds of the Piccadilly house in a great bundle, deeds of the purchase of the houses at Mile End and Bermondsey, notepaper, envelopes, and pens and ink. All were covered up in thin wrapping paper to keep them from the dust. There were also a clothes brush, a brush and comb, and a jug and basin. The latter containing dirty water which was reddened as if with blood."

- Planned ahead in great detail when prosecuting a new enterprise (Deliberate, meticulous preparation argue for J, especially SJ)

"[Dracula] went on to ask about the means of making consignments and the forms to be gone through, and of all sorts of difficulties which might arise, but by forethought could be guarded against. I explained all these things to him to the best of my ability, and he certainly left me under the impression that he would have made a wonderful solicitor, for there was nothing that he did not think of or foresee."

"Everything had been carefully thought out, and done systematically and with precision. He [Dracula] seemed to have been prepared for every obstacle which might be placed by accident in the way of his intentions being carried out. To use an Americanism, he had 'taken no chances', and the absolute accuracy with which his instructions were fulfilled was simply the logical result of his care."

"...He [Dracula] have long since conceive the idea of coming to a great city. What does he do? He find out the place of all the world most of promise for him. Then he deliberately set himself down to prepare for the task."

- His efforts at conquest were characterized by repeated persistence and endurance (J favored over P)
- "The Count is a criminal and of criminal type. Nordau and Lombroso would so classify him, and qua criminal he is of an imperfectly formed mind. Thus, in a difficulty he has to seek resource in *habit*." [Emphasis mine.] (Habitual behaviors are a J trait.)
- "Then, as he is criminal he is selfish. And as his intellect is small and his action is based on selfishness, he confines himself to one purpose. That purpose is remorseless." (Intense, prolonged focus on one goal is more characteristic of NTJs than NTPs, though not because of small intellect or selfishness.)

Evidence Against INTJ:

- Chatted for hours at a stretch with Jonathan Harker. (Loquacity argues weakly for E, but, he was also trying to practice his English.)
- Glib, suave, and verbally persuasive (Argues for ENTP most of all Rationals, INTJ least of all Rationals)
- "A table in the centre was *littered* with English magazines and newspapers, though none of them were of very recent date [emphasis mine]." (Mess points weakly towards P)
- "[Dracula's possessions] lay in a sort of orderly disorder on the great dining room table."

(Points towards P, but he had just moved into his new house at this point, so some disorganization would be expected. And after all, it was *orderly* disorder.)

- The books were *of the most varied kind*, history, geography, politics, political economy, botany, geology, law, all relating to England and English life and customs and manners [emphasis mine].” (NTPs tend to study a wide variety of subjects while NTJs tend to focus strongly on one field of interest. But one might argue that the field of interest here is England itself.)
- “...there was no branch of knowledge of his time that he [Dracula] did not essay.” (Again, argues more for NTP diffusion rather than NTJ focus, though NTJs will soak up all kinds of knowledge too.)
- Called a mirror “a foul bauble of man’s vanity” (NTP disregard for appearance favored over NTJ neatness, though of course this was primarily an excuse to get rid of the mirror for obvious reasons. But then again, perhaps this is the kind of excuse that an NTP is more likely to think of than an NTJ? Dracula also went to bed in his coffin with flesh blood trickling down the side of his face and neck. He had rank breath too, but since vampires don’t eat or smoke, they probably can’t chew breath mints either. And he did eventually wash the blood off. Poor hygiene is more of a P thing than a J thing.)
- Didn’t keep his castle clean or in good order. (P)

Conclusion

What can we make of this jumble of evidence? We know Dracula is a Rational, and most probably an INTJ. That facts that do exist can be interpreted in multiple ways; if we choose to take Dracula at his word, then he is an I; if we choose to give attention to his glib ability to talk for hours on end, then E fits better. He has many characteristics of Judging and some of Perceiving, and there are confounding factors which make it difficult to say whether or not we are seeing true evidence of his original preferences. The best conclusion we can make is that it is *probable* that Dracula was an INTJ.

Bram Stoker, who wrote *Dracula*, was also a Rational.

Now consider the fact that Mary Shelly, who wrote *Frankenstein*, was also an NT. In her book, Dr. Frankenstein was an INTP and his monster was an NT.

Scary.

INTJs in Charge

Keirsey (1987) called the NTJs the “Role Directive” personalities because they are comfortable giving direct commands ("Do this," "Go here," or "Do not do this.") The NTPs, by contrast, are called the “Role Informative” personalities because they prefer to provide suggestions, information and advice rather than commands. ("It would be a good idea to do this because..." or "We need to get this done..." and "It's not a good idea to..."). Some examples:

INTJ: “Hey, check the oven while you're in the kitchen, would you?”

INTP: “Honey, are you going to the kitchen? I think the cookies might be done.”

INTJ: “Fred, clean up the customer bathroom. It’s very nasty in there.”

INTP: “Fred, the customer bathroom needs to be cleaned. It’s gotten very nasty.”

INTJ: “A spider—kill it!”

INTP: “Spider on your shoulder!”

Essentially, an NTJ is likely to tell you what to do, but not necessarily why you should do it. An NTP is likely to tell you why you should do something without actually telling you to do it.

The difference between imperative commands and indirect suggestions isn’t black and white; it's more of a spectrum. For example:

Very direct imperatives

Kill the spider!

You should kill the spider.

I would kill that spider if I were you.

You might want to kill that spider.

That spider looks awfully nasty.

Very indirect suggestions

The NTJ Role Directives hover near the imperative end of the spectrum, making occasional forays to the indirect zone when diplomacy requires.

INTJs, though not as known for leadership as ENTJs, are nonetheless one of the two TJ leadership

types. With their unusual foresight and their ability to devise strategies to reach their goals, INTJs are visionaries with a plan.

Note that INTJs will remain content followers so long as the leader is doing a good job (Keirsey, 1998). But if the leader is a bungler, the INTJ cannot help but try to wrench the wheel from the hands of the incompetent and set the ship back on its proper course.

In fiction as in real life, one will often find an INTJ in charge of a small group. This group may have any purpose, but the INTJ at the helm shares the same confidence, the same probing mind, the same willpower, the same self-discipline, the same calmness, and the same ability to devise startlingly complex, elegant plans that actually work.

INTJs may run into trouble when they decide to ignore the "pointless" social niceties that could in fact secure cooperation from those who could help them; when they treat less intelligent or skilled subordinates with open disdain; when they fail to give praise and appreciation for a job well done; when they do not give detailed instructions to the types that prefer clear specifics to high level directives ("Keirsey.com," 2009); or when they give orders "out of the blue" without bothering to secure the support of those who are expected to carry them out. All these things will create unnecessary obstacles in their path and may indeed result in the failure of their enterprise. Fortunately, most INTJs realize that concessions to others' needs pay off with tangible benefits. Being pragmatic realists, they will indulge those under them with a measure of social consideration.

Let's look at some case studies of INTJ leadership.

Nathaniel Bowditch

Occupation: Mathematician, captain, insurance company operator

Evidence for INTJ:

- Had an intimate circle of close friends (I)
- Avoided public speaking despite being an important civic figure (I)
- Did not care for the public side of politics (I)
"Dr. Bowditch was never fond of public life."
- Sometimes had a "hesitant" way of speaking (I)
- As a member of a club, he asked never to be called upon to give a toast (I)
"At the occasional meetings of this club, of a social character, he stipulated that he should never be called upon for toasts or sentiments, unless he could be allowed to get them written and delivered by proxy."
- In a group, he spoke up rarely, but was noted for always having something valuable to say when he did (I)
- Liked to work without interruption (I)
- When Bowditch left Salem for Boston, the citizens of Salem put together a public dinner as a sort of going away party for him. Bowditch contacted the man presiding over the event and requested that no one would ask him to stand up in public and give a speech to the assembled group. Thus the introvert was able to enjoy his party in peace and serenity. (I)
- He acquired Latin, French, Italian, Portuguese, Spanish, German and some Dutch and Greek on his own (INT aptitude for languages)¹⁴⁷
- He originally learned Latin just so that he could read Newton's *Principia* (NT love for math, science, languages)
- Enjoyed playing with the relationships between words, analogies and phrases between different languages (INT fascination with words)
- Worked as a *perfectionistic* surveyor; had a reputation in whatever he did for *exactness*

147 Moody, 1988; Ehrman, 2008

(INTJ favored most of all Rationals)¹⁴⁸

- As a sailor, he knew everything about navigation, but had far less interest in the practical aspects of seamanship. As a captain, he was bored by the *day-to-day details* of running the ship and left them to his first officer unless an emergency arose, in which case he resumed his duties at once. (NT; not interested in details or routine maintenance, but rather in challenges and novel problems.)
- Rose to a leadership position, i.e. captain, and subsequently owned his own insurance company (TJ leadership)
- Loved to study as a child (NTs favored most)
- Calm, serene and unflappable, even in dangerous situations (NT)
- Modest (Rationals seem to be characterized as either excessively arrogant or excessively modest.)
- Never wasted time; he would devote all his spare time to mathematics (NT love for work)
- Unbendable integrity and devotion to truth; one person commented, "I have known Dr. B. intimately for more than fifty years, and I know no faults. This may seem strange; for most of your great men, when you look at them closely, have something to bring them down; but he had nothing. I suppose all Europe would not have tempted him to swerve a hair's breadth from what he thought right." (Probably favors stubborn NT or STJ most; Fs are more likely to compromise for harmony or tell comforting white lies)
- Described as having "inflexible integrity," "unwavering love of truth," and "high moral principle." (Favors unmovable, truthful NT or STJ)
- Excellent at mathematics; amazed people by rapidly solving complex problems in his head (INT favored most)
- Read through a four volume encyclopedia in his youth (NT)
- His knowledge of the Bible was exceptional, reportedly even in comparison to that of theologians (NTs are most interested in understanding the principles underlying their faith)
- Amassed over 100 dictionaries, which he kept in his own private library (NT)
- Wrote his own almanac; built himself an unusual barometer and a wooden sundial (NT inventiveness.)
- While working as an apprentice at a shop, he would read or study math when there were no customers (NT)
- When he first learned about algebra, he was so excited that he couldn't get a wink of sleep that night (NT)
- Copied down entire books from the library so that he could refer to them later at his leisure (NT; life was harder in those days)
- Resented unfair criticism and enjoyed an elegant vindication in which he proved his critics wrong (All types hate criticism, but NTs are particularly affronted by it.)
- Helped oversee Harvard College; elected president of the American Academy of Arts and Sciences (NTJs are particularly favored for leadership in higher education)¹⁴⁹
- Exercised regularly (NTJs favored over NTPs)¹⁵⁰

148 Thorne & Gough, 1991

149 DiTibeiro; Sears, Kennedy, & Kaye in Beckham 2012

150 Myers, McCaulley, Quenk & Hammer, 1998

- After forgetting to write in a customer's order because he was deeply involved in math, he subsequently made it a point to always finish business first before proceeding to other tasks (J work before play, closure)
- In his latter days, Bowditch recommended the motto "End what you begin" for use on a seal (J liking for closure)
- Could and did keep to a regular daily schedule (J)¹⁵¹
"He was very regular in his habits."

"The following is the account of his habits when at sea, given by one who was his companion during several voyages. 'His practice was to rise at a very early hour in the morning, and pursue his studies till breakfast, immediately after which he walked rapidly for about half an hour, and then went below to his studies till half past eleven o'clock, when he returned and walked till the hour at which he commenced his meridian observations. Then came the dinner, after which he was engaged in his studies till five o'clock; then he walked till tea time, and after tea was at his studies till nine in the evening. From this hour till half past ten, he appeared to have banished all thoughts of study, and, while walking at his usual quick pace, he would converse in the most lively manner, giving us useful information, intermixed with amusing anecdotes and an occasional hearty laugh. He thus made the time delightful to the officers who walked with him.'"

Evidence Against INTJ:

- Had demonstrative facial expressions, gestures (E)
- Was a keen conversationalist (E)
- Could change mental/emotional gears rapidly (E)
- Known for being fun-loving, though did not spend much time on actual *entertainments* (E favored by the former, though not the latter)
- Had very numerous friends, though he preferred a few close ones (E favored by the former fact, I by the latter)
- Preferred communicating in person rather than writing a letter.
"It has...been suggested, that La Place was extremely averse to the act of writing a letter at any time, however strong or urgent a motive existed for so doing. This was certainly the case with Dr. Bowditch. Often, upon the receipt of an epistle or note, he has taken his hat, called personally upon the writer, and given him a verbal answer."
- Brought out others' self confidence, talents (NF favored more)
- Remembered for being kind, compassionate, friendly (F favored more)
- Described as a pillar of the community and an active member of society (Matches SJ description best)
- In the context of right vs. wrong conduct, he was described as having feelings that were "quick" and that on *rare* occasions "he was thought to give a too quick utterance to them;

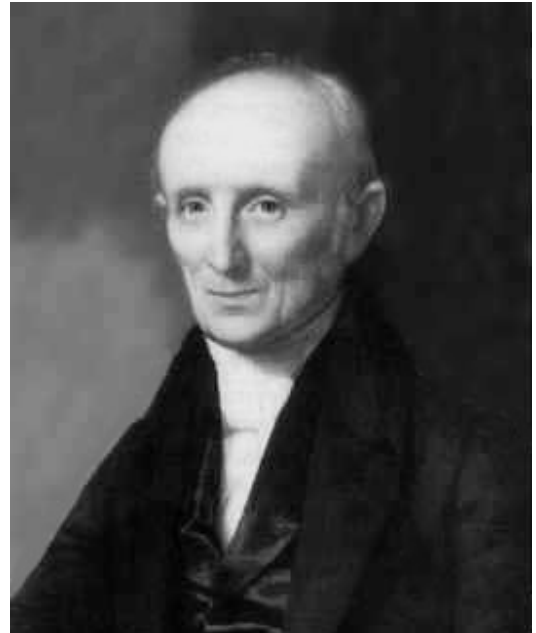
151 One must be careful when using a daily routine to assess whether a person is a Judger or a Perceiver. A person's daily habits are often shaped by mealtimes or other constraints that arise not from personality, but from outside events. In addition to this, observers are not necessarily reliable. For instance, an acquaintance may remember, "He took his supper at 5 pm." But what they actually mean is, "Most days he took his supper at 4 – 6 pm, but that would be too wordy and specific, and I'm not a accuracy-obsessed Rational, so I'm just going to give you the condensed version." In this case, however, the description of Bowditch's schedule seems sufficiently detailed and firm compared to most such descriptions that I feel it can be relied upon. Such daily time management is indicative of Judging.

but the excitement passed off in a moment." (The quick feelings would seem to indicate NF, but the swiftly resumed calmness would be NT)

Analysis

There is some question as to whether Bowditch is an introvert or an extravert. I believe him to be an introvert, but first let's look at his extraverted credentials and compare them to the typical traits of INTJs. Most the quotes in this chapter have been drawn from two posthumous biographies [here](#)¹⁵² and [here](#).^{153, 154}

One of the things that INTJs are known for is a serious, calm temperament. They are not given to exaggerated facial displays or emotionally extravagant exhibitions. Thorne and Gough's 1991 adjective survey found that observers perceived male INTJs as being "serious" and "reserved," while females were perceived as being "emotionally bland, has flattened affect." INTJs do not have a reputation for playful mimicry and humorous impressions. Nor do they have a reputation for quick emotional jumps, a bright, cheerful countenance, or a smiles-and-sunshine disposition.



Bowditch, however, displayed all these behaviors. For instance, here we have him acting out a scene with such pathos that it drew onlookers:

Dr. Bowditch enjoyed most heartily any laughable incident which occurred, and often, by his amusing comments or anecdotes, awakened a like hilarity in others. Thus, upon one occasion, a person who called to buy a life annuity moved so feebly, and made so many grimaces and contortions and groaned so dolefully, lamenting his ill health, and the short time he had to live, that it was very evident that he was acting a part, with a view to make as good a bargain as possible. Dr. Bowditch enjoyed the affair highly, and, after the applicant had retired, he was describing the incident to a friend with so much comic effect, "suited the action to the word, and the word to the action," that he even surpassed his original; and the two officers of an insurance company in the room immediately beneath his own, came running up stairs with some anxiety to know the cause of such sounds of distress and such piteous ejaculations."

Comical exaggeration is not "serious" or "reserved." In the same vein, another interesting thing about Bowditch is that he was capable of quick emotional switches. Again, this trait is typically associated with the EP preferences.

It was indeed wonderful with what facility Dr. Bowditch could in an instant divert his attention from any subject to another of the most opposite character; at one moment engaged in the every-day detail of the business of his office, at the next abstracted from all around him by the most elevated investigations of science; and then, again, displaying either the utmost cordiality of friendship, or almost the wild hilarity of childhood, and apparently finding from each change an equal degree of relaxation.

It is very easy, of course, for INTJs to switch from the everyday details of life to the abstraction of scientific questions. If the outer world bores them, they drift with ease into their inner world. But

152 Bowditch, 1841

153 Bowditch, 1839

154 Since the biographies were written by Bowditch's children, they have a somewhat eulogistic character. The 1941 biography was intended to hold up Bowditch as a role model for the youth, at whom the book was aimed. If his biographers seem to be laying it on a bit thick, this is why.

jumping swiftly to "the wild hilarity of childhood" does not coincide well with the average characteristics of this type.

Bowditch was not known for displaying the INTJ death glare (he did have a "penetrating" gaze, however) or even an impassive face. In fact, his biographer/son described a fault in a bust that had been made of him in the following terms, "Though it accurately represents the features, the artist has not succeeded in arresting that bright and cheerful expression of the deceased..." Similarly, his son found fault with an engraving: "[T]he changes which, with the rapidity of lightning, passed across those expressive features, as they in turn exhibited the feelings of benevolence, or the most intense thoughtfulness, -- at one moment radiant with smiles, and at another dark with virtuous indignation, -- can never be realized but by such as have themselves seen and studied the outward manifestation of...his character. His, indeed, was a face never to be forgotten. Intellect there altogether predominated over sense."

He was gesturally expressive as well as facially expressive. This is not a typical INTJ trait; in fact, Thorne and Gough's (1991) observers' descriptions of male INTJs specifically noted that they were *not* "facially and/or gesturally expressive."

It has been strikingly said of him that "*he was a live man!*" All his processes of body and of mind, all his thoughts, all his actions, were full of life. When any thing pleased him, he would rub his face with his hands, or rub his hands together, with an expression of the most free and unrestrained delight; and when any thing displeased him, and he felt excited enough to speak, he always, as he said, found himself upon his feet, without knowing how he got there; and except in a standing position, his tongue never became effectually loosed.

This sounds very extraverted.

Many INTs like to have a private study lined with books (or computers) so that they might seclude themselves to read, study, and work. Though Bowditch later had a private room, he put all his books in the family living room. He would study there at his desk while his kids played nearby. His son also noted that, "Dr. Bowditch's intercourse with his family was entirely free and unreserved. No feeling of restraint was ever inspired by his presence. Among his children, he was himself a child. One occasion is remembered, when, after partaking with them in some frolic, he laughed at his own want of dignity, and proceeded humorously to contrast the scene around him with a description of the formal observances and requirements of past times." Contrast this behavior with Thorne and Gough's description of male INTJs as being "formal," "aloof," "reserved" and "deliberate."

Finally, we have this bit: "Let the conversation turn in which way it might, he was always prepared to take the lead; he always seemed to enter into it with a keener zeal than any one else."

So we are left with the question: was Bowditch an introvert or an extravert? If we were to focus on the above indications, I would say that he was unquestionably an extravert. But, there is other evidence to consider.

He avoided public speaking like the plague and had a "hesitant" manner of speech: "He always declined talking in public. He would teach all who came to him, but he could not deliver a public course of lectures. His extreme modesty prevented. For it will be remembered, that he was as remarkable, from his youth, for his modesty, amounting, in early life, to diffidence, as he was for his other qualities. Moreover, it should be stated that, at times, he had a certain hesitation in his mode of speaking, which probably would have prevented him from addressing easily a public audience."

True, everyone is a little afraid of public speaking. However, Bowditch also declined to speak up in

small groups where he knew everyone: "He was a member of a juvenile club, for the discussion of different subjects. In this association his opinion had much weight, because he rarely spoke, and never, unless he had something of importance to say."

He avoided large gatherings, preferring instead a small group of familiar friends: "[H]e did not feel at home in the ball-room or crowded assembly. He seldom, it might almost be said never, went into general society, but nothing contributed more to his happiness than a familiar intercourse with his friends."

Though he had many friends, he mainly hung out with just three or four people: "He had a few particular friends, in whose society he especially delighted. Thus while he lived at Salem, and also during his residence in Boston, there were three or four individuals with whom he associated more than with all his other friends and acquaintances together. They were also the companions of his daily walks, and at their houses almost exclusively he made his evening visits." He also was not too open about his personal life: "...his most intimate friends would feel that they themselves knew of him but the half."

So is Bowditch an introvert or an extravert?

Western INTJs live in a society that values extraverted behaviors; for this reason, introverts end up getting a course in Extraversion 101 from their earliest years in life. As a result of group encouragement and self taught "extraversion skills," it is easy and natural for many introverts to behave like extraverts (at least until their batteries run out). This is why it is important to look at introversion in a broad variety contexts—friendships, preferences for solitude, lifestyle—and not just rely on indicators like "quietness" or "softspokenness." Taking all the evidence into account, I think that Bowditch was most likely an introvert. A well socialized one, to be sure, and I suspect he leaned towards the extraverted end of the spectrum, but an introvert nonetheless.

A final thought: One of the things that people will often try to do when they learn about type is to conform themselves to their type description in a sort of self-Pygmalion project, quashing the parts of themselves that do not exactly fit into their type description. In effect, they endeavor to become a stereotypical version of whatever type they believe they are. (I fear that such behaviors can give amusement to their acquaintances.) But as Bowditch demonstrates, there can be a great deal of diversity encompassed within the four letters of a type.

Discussion

Nathaniel Bowditch is probably the most healthy, well-rounded INTJ described in this book. This fact becomes even more remarkable when one considers just how grim his life was. He was born into poverty, and his father took to drinking to escape the misery thereof. His mother died when he was ten. His numerous brothers and sisters subsequently died also, and he outlived the last of them by almost thirty years. (William died in 1776, Elizabeth died in 1791, Samuel died in 1794, Habakkuk died in ~1799, Mary died in 1808, and Lois died in 1809.) As a child he had no winter clothes to wear, and he was occasionally forced to dine upon nothing but mealy potatoes. Bowditch attended a *very* badly run school from age 7 to 10, then was forced to quit so that he could help his father support the family. After this he received no more formal education of any kind. Then his first wife died within a year of their wedding. In his later years, he started having fainting fits, and then finally he died of stomach cancer after a prolonged, agonizing period of starvation.

Despite all this, Bowditch's life ended up great. Just great. He was an incredibly happy, cheerful guy. But first some background information is in order.

Bowditch lived in the coastal town of Salem, Massachusetts in 1773; he was the fourth of the seven

children. (To give you some temporal and physical perspective, the Boston Tea Party, an event that helped kick off the American Revolution, occurred in the same year. In fact, Salem is right next door to Boston.) Bowditch lived 64 years, and died in 1838, about 20 years before the American Civil War started.

Bowditch was a mathematician who focused on the areas of celestial mechanics and navigation. It should be noted that he was never a fulltime mathematician; rather, he pursued these activities during his spare time. To make a living, he worked first as a barrel-maker, then as an apprentice to a ship chandlery [a store selling tools, maintenance supplies, and equipment for ships], then as a sailor, a ship's captain, and finally as the head of several insurance companies.

An INTJ Sailor

You won't see the profession of sailor on any of the lists of "recommended professions" for type INTJ. But like many of us, Bowditch was set on his career path not so much by his personality type but by outside forces. The seed must grow where it falls. He made five voyages of about a year each to places such as Africa, Sumatra and Spain. The first voyage he made as a clerk; the last as captain.

Bowditch was not really interested in the physical (i.e. sensor) side of sailing, i.e. swabbing the decks, hoisting sails, etc. Even as captain, he was bored with daily details:

It is said by Captain Prince, that Dr. Bowditch, though he had such a thorough knowledge of navigation, knew but little of what is called *seamanship*; that he never went to see a launch in his life, &c. It is without doubt true, that the mere detail of seamanship was always irksome to him. He has often told his children that, upon common occasions, he left the management of the ship to his first officer; but upon any emergency, he was not only ready and desirous, but, as is believed, perfectly competent, to perform all the duties which could, on such occasions, be required of an experienced and practical seaman.

As an NT, Bowditch really wasn't that enthusiastic about performing repetitive mundane tasks that offered no novelty. (In fact, his biographers later observed that, "his manual dexterity in any particular craft might be doubtful.") He only wanted challenges, preferably mental challenges rather than physical ones.

Fortunately, being a sailor provided plenty of mental challenges, because being stuck on a ship 24/7 gave Bowditch *lots* of time to study. "He was often seen on deck...walking, apparently in deep thought, when it was well understood by all on board that he was not to be disturbed, as we supposed he was solving some difficult problem; and when he darted below, the conclusion was that he had got the idea. If he were in the fore part of the ship when the idea came to him, he would actually *run* to the cabin, and his countenance would give the expression that he had found a prize."

NTs do get excited. Remember how Archimedes was said to have realized a mathematical principle ("Eureka!"), then climbed out of his bathtub and run naked through Syracuse? Bowditch's flights to his cabin sound like somewhat similar.

On another occasion, Bowditch's vessel was preparing to attack a French privateer that was chasing them down. His job was to sit in the powder room and pass up powder to the gunners on deck. But there was a wait before the battle began, and INTJs don't like to waste valuable time. So Bowditch took a seat on a powder keg, pulled out his slate and pencil, and set to work on his math. The captain came by to check on the preparations and was astonished (and amused) to find him busily occupied. Dryly the captain suggested that Bowditch could now make out his will. Bowditch smiled and agreed.

This was not the only time Bowditch remained composed under dangerous circumstances. As a

captain, Bowditch performed a navigation feat that would have been considered utter lunacy for anyone with less navigational skill. But as we shall see, when an INTJ has thought a problem through to their satisfaction, they have a surprising amount of confidence in their conclusion—more so than the rest of humanity would.

In his last voyage, Dr. Bowditch arrived off the coast [of Massachusetts] in mid-winter, and in the height of a violent north-east snow-storm. He had been unable to get an observation for a day or two, and felt very anxious and uneasy at the dangerous situation of the vessel. At the close of the afternoon of December 25, he came on deck, and took the whole management of the ship into his own hands. Feeling very confident where the vessel was, he kept his eyes directed towards the light on Baker's Island, at the entrance of Salem harbor. Fortunately, in the interval between two gusts of wind, the fall of snow became less dense than before, and he thus obtained a glimpse of the light of which he was in search. It was seen by but one other person, and in the next instant all was again impenetrable darkness. Confirmed, however, in his previous convictions, he now kept on the same course, entered the harbor, and finally in safety.

His biography notes that "Upon this occasion, he had given his orders with the same decision and preciseness as if he saw all objects around, and thus inspired the sailors with the confidence which he felt himself. One of them, who was twenty years older than his captain, exclaimed, 'Our old man goes ahead as if it was noon-day!'" When he appeared in town, the ship's owners were aghast and immediately sprang to the conclusion that their ship had been wrecked. They had to be persuaded at length that this was not the case.

So here we see an example of the INTJ confidence, calmness and leadership ability. Their resolution and composure can have a powerful effect on their followers.

Teaching

When Bowditch was seven, he had the privilege of attending the best school in the town of Salem. There was a dictionary and, "Each day, the scholars were called upon to spell aloud, all together, in chorus, the word *honorificabilitudinit*; spelling and pronouncing the first syllable, then the two first, three first, &c., which process, applied to the whole word, of course occupied several minutes." (Bowditch, 1839) He stayed in this school for three years before his father called him back home to help with the family business (barrel-making). I suspect it was this early schooling that taught Bowditch how *not* to teach.

Keirsey has noted that Rationals are good teachers for advanced students, but tend to lack the patience to deal slower students.¹⁵⁵ This is true for the most part; one seldom sees Rationals teaching at high school level or below,¹⁵⁶ whereas they crowd the faculty of universities.¹⁵⁷ Newton (INTJ) had little interest in teaching and did it as little as possible. However, Bowditch was an exception to this rule. He had a knack for grabbing a high branch and pulling it down so that less gifted people could pluck fruit.

During his days as a sailor, he taught his fellow seamen--even the cabin boy and the black cook--how to calculate the notoriously difficult lunar observations used for navigation. The result was impressive. On a voyage to the Philippines, the ship passed through a monsoon and arrived safely in Manilla Bay:

[When Bowditch's captain was] asked how he contrived to find his way, in the face of a north-east monsoon, by mere dead-reckoning, [he] replied, "that he had a crew of twelve men, every one of whom

155 Keirsey, 1998

156 Hoffman & Betkouski in Kent & Fisher, 1997

157 DiTibeiro; Sears, Kennedy, & Kaye in Beckham 2012

could take and work a lunar observation as well, for all practical purposes, as Sir Isaac Newton himself, were he alive." During the conversation, Dr. Bowditch sat "as modest as a maid, saying not a word, but holding his slate pencil in his mouth;" while another person remarked, that "there was more knowledge of navigation on board that ship than there ever was in all the vessels that have floated in Manilla Bay."

INTJs can be apt tutors even for the less advanced students if the pupils are willing and the teacher is patient. And Bowditch loved teaching. His captain recalled, "He loved study himself, and he loved to see others study. He was always fond of teaching others. He would do any thing if any one would show a disposition to learn. Hence, all was harmony on board; all had a zeal for study; all were ambitious to learn." It wasn't complete harmony though: the captain once overheard two of his sailors arguing passionately about sines and cosines. Each one of Bowditch's students later attained the rank of first or second mate on their own ship. ("Pass me the grog, Bill, then help me calculate this hypotenuse.")

The two keys to Bowditch's success were his friendly, kind-hearted nature and the effort he poured into boiling procedures down into the most practical and user-friendly method possible.

The importance of his kind-hearted nature cannot be underestimated. A new cabin boy was added to the crew and promptly developed seasickness; Bowditch took care of him. One of Bowditch's shipmates recalled, "after alluding to his willingness to teach others, 'But the kindness and attention to the poor sea-sick cabin-boy are to this day...uppermost in my memory, and will last, when his learning is remembered no more.'" In this man's mind, Bowditch's kindness made more of an impact than his knowledge. For obvious reasons, people are more willing to learn from teachers who genuinely care about them. Such traits are also necessary to convince students that they can learn in the first place. Bowditch's shipmates spoke highly of his "uniform affability and kindness of manner...which were especially calculated to increase the self-respect of the sailor, and inspire him with a due sense of his own powers, and of the importance of his occupation." One normally thinks of such encouragement as the domain of the Idealist, but here we have an INTJ teaching uneducated men the extent of their own latent gifts. There are many people who mistakenly believe they are "dumb" and could never do (whatever). Bowditch's success would seem to demonstrate that the problem is often a matter of low self-perception rather than lack of natural ability.

Not that Bowditch believed anyone could be a mathematician (in the full sense of the word) or that all men had equal intelligence. Rather, he believed that each person had a certain degree of intelligence that differed for each individual, and that only certain people had the ability to do the higher mathematics that he specialized in. It is recorded that, "He considered as wholly absurd a remark once made in his hearing, 'I have no doubt that any man could become a mathematician if *he only had time!*'"

The other part of Bowditch's knack for teaching was the time and thought he put into simplifying explanations. It was said about a navigation book he wrote for seamen that, "In explanations of the rules, he was simple, so that the most ignorant could understand them." Besides this, he used his INTJ skills to come up with newer, simpler methods of doing navigational calculations. His intention was not to teach people math for the sake of math, but also to give the knowledge practical application.

He spent a great deal of effort trying to find the right way to explain a concept. For instance, in a scientific debate with his mathematical peers, he wanted a way to show which side of the debate was correct. He spent days trying to come up with the right explanation: "Day after day, he returned to the task of finding out some "simple case," with which to prove to the satisfaction of others the truth of his own view. At length, when he did discover it, he jumped up in ecstasy, and, rubbing his hands and forehead with delight, exclaimed, "I have got it!" Bowditch knew the value

of an apt explanation—even when dealing with the academic community.

Mathematical Career

The work that made Bowditch famous was *The New American Practical Navigator* (read [here](#)), an 1800s equivalent of "Navigation for Dummies." Bowditch didn't purposely set out to write it; at first, he was just concerned with fixing the mistakes in the navigation tables featured in a previously published book written by another author. Such mistakes caused shipwrecks and cost sailors their lives. After trying to find and fix all the errors in the other author's book (he found no less than 8,000 mistakes), Bowditch finally gave up and recomputed all the tables from scratch. He then added simple, user-friendly explanations of navigational principles; new and improved calculation methods; a dictionary of nautical terms; and an introduction to trigonometry—all with an emphasis on practical examples and techniques. The book quickly became the #1 reference text of its kind and *the* book for seamen. In fact, when Bowditch died, the ships in several ports—both American and international—dropped to their flags to half mast in honor of his passing. (Even today, a much revised version of *The New American Practical Navigator* is carried on U.S. naval vessels; the book is colloquially referred to as "Bowditch" rather than by its title.)

There is a point of interest here when you consider the amount of work it took Bowditch to calculate each and every number in the tables by hand. INTJs are the most perfectionistic and meticulous of the Rationals;¹⁵⁸ associated with this trait is the fact that Bowditch was able to perform the task with such painstaking accuracy. And this accuracy had to be maintained on an enormous scale. As his son put it, "The amount of labor requisite for insuring accuracy in the tables, by actually going through all the calculations necessary to a complete examination of them, was immense beyond conception." This is a pattern we see repeated over and over in his life.

In his scientific efforts, for instance, Bowditch was very meticulous. He calculated the mass, velocity and height of a meteor that exploded over Western Connecticut, and it is recorded that his calculations relied upon "numerous observations collected with great labor and assiduity." He studied the orbit of a comet in similar detail. This study required "one hundred and forty-four pages of close figures, probably exceeding one million in number..." And on another occasions, he studied the variation of a magnetic needle using five thousand, one hundred and twenty-five observations carried out over the course of four years. He exhibited this ability to deal with exactly precise yet overwhelmingly lengthy tasks even in his youth. At age fourteen, he made an "accurate and minutely finished" Almanac that was good enough to be published.

It is sometimes the case in science that a breakthrough can only be achieved through a hyperaccurate, mentally demanding "brute force" approach. Of course one would like to use a computer or crowdsourcing for this, but it is not always possible. In these cases, it is the INTJ who is the type most likely to make it through all fifty thousand datapoints and achieve closure at the end. This is a unique niche that no other type, save perhaps only the ISTJs, can fill.

There is a bit of a terminology problem when you try to describe this phenomenon using MBTI terms. Intuitives are not "detail oriented" but "global." So what do we call it when INTJs pay close attention to minutia at length? And what do we make of the following statement: "Devoted to the loftiest speculations, he [Bowditch] was not neglectful of the most trifling and minute duty"?

Thorne and Gough's 1991 adjective survey found that observers described male INTJs as being "methodical," "painstaking," and "thorough." Female INTJs were likewise described as being "precise," "methodical" and "thorough." As you'll recall, Bowditch wasn't interested in the daily duties of seamanship. What he wanted was new, challenging conceptual problems. INTJs can and

158 Thorne & Gough, 1991

will pay close attention to details when it serves the purpose of solving larger problems that provoke their interest. But this does not mean that INTJs will be similarly inspired by details when it comes to a task like inspecting airplanes, getting every last barnacle off the hull, or monitoring the readings of instruments as a form of daily maintenance. What matters here is not so much the detail-oriented nature of the activity as the reason for which it is being performed. It is probably fair to say that INTJs are detail-oriented intuitives...but they only enjoy it in *some* situations.

Bowditch exhibited pronounced mathematical skills from his earliest childhood. INTJ/Ps are probably the types most likely to be math-gifted—not that all of them will like math or get good grades, but the probability is there nonetheless. (On a curious side note, two of Bowditch's brothers, Samuel and William, also displayed his same remarkable mathematical abilities—evidently a genetic heritage. Given that Samuel "pursued his studies with waywardness and eccentricity," he was most likely an NTP. I'm not certain what type William was.) Bowditch also loved learning, another NT trait. In fact, it was said of his mother that she "was sometimes obliged even to restrain and check his fondness for study, as being excessive."

All that studying paid off; when he was still serving his apprenticeship at the ship chandlery, Bowditch corrected an error in Isaac Newton's *Principia*. The mistake had gone unnoticed for a century. (This is particularly impressive in light of the fact that Bowditch had to learn *Latin* just so that he could read Newton's work.) Doubtlessly the publishers of *Principia* were surprised to receive a letter from an unknown youth in America.

Whether through constant practice or natural gifting, Bowditch had an exceptional knack for doing math in his head, as the following story reveals:

Captain Prince relates, that one day, when dining at the table of the American consul at Madeira, "his supercargo [Bowditch] laid down his knife and fork, and, after squeezing the tips of his fingers for two minutes," gave to the lady of the house an answer to an intricate question which she had proposed; to the great astonishment of her clerk, who, after a long calculation, had succeeded in solving it, and "who exclaimed that he did not believe there was another man on the island who could have done it in two hours."

Many math-gifted INTJs are frustrated by teachers' requirements that they "show their work" on math problems. If the INTJ can do the math in their head, it feels pointless and tedious to write it out. Not that most INTJs can do mental math as well as Bowditch, but they do seem to have enhanced abilities in this area compared to most other types. Math-gifted INTJs may find that a problem "clicks together" almost without conscious thought.

One might expect that with these phenomenal powers of calculation, Bowditch would hardly bother to show his work when sharing mathematical ideas with his peers. Actually, the reverse was true. He became famous in scientific circles for filling in the missing steps left out in a book by Laplace, a mathematician who was not inclined to show his work whatsoever. As Bowditch noted, "Whenever I meet in La Place with the words, 'Thus it plainly appears,' I am sure that hours, and perhaps days, of hard study will alone enable me to discover *how* it plainly appears."

The biggest project of Bowditch's life was to create a user-friendly, state of the art English version of Laplace's French book *Mécanique Céleste*, a sort of "Celestial Mechanics for Dummies." To appreciate the significance of this self-set task, it should be noted that the "original work [was considered] so abstruse and difficult, as to lead a writer in the Edinburgh Review to say there were not twelve individuals in Great Britain who could read it with any facility."

Essentially Bowditch repeated what he had done for his shipmates, only this time for the sake of mathematics professors. And here too we see evidence of his extraordinary thoroughness: "the

notes to each page leave no step in the text, of moment, unsupplied, and hardly any material difficulty of conception or reasoning unelucidated." By the time he had finished adding improvements and filling in the blanks, the original book had ballooned from fifteen hundred pages to 3,818 pages.

Now, it would never be enough for an INTJ merely to translate a work. No. Bowditch's Rational instincts were not merely to translate and comment on the book, but also to make sure that the cutting edge ideas of the day were included. Bowditch included up to date notes on any areas where scientific progress had been made since the original *Mécanique Céleste* was published. One person noted that his version of the book was not so much a translation as a new and improved edition.

There was great rejoicing when Bowditch's version came out because it brought Laplace's ideas down to the level of ordinary mathematician. One scholar praised:

"Every person who is acquainted with the original must be aware of the great number of steps in the demonstrations which are left unsupplied, in many cases comprehending the entire processes which connect the enunciations of the propositions with the conclusions; and the constant reference which is made, both tacit and expressed, to results and principles, both analytical and mechanical, which are co-extensive with the entire range of mathematical science: but in Dr. Bowditch's very elaborate Commentary every deficient step is supplied, every suppressed demonstration is introduced, every reference explained and illustrated; and a work which the labors of an ordinary life could hardly master, is rendered accessible to every reader who is acquainted with the principles of the differential and integral calculus, and in possession of even an elementary knowledge of statical and dynamical principles."

One of the most interesting things about Bowditch's considerable mathematical skills is that he picked it all up his spare time. Throughout his life, math was a hobby, never a job. In fact, it was something he did on the side while working his *real* job. It started when was an apprentice at the chandlery. Whenever there was a lull in business, he would pull out his books and slate and begin cracking mathematical puzzles. He learned early on how to do this without interfering with business:

Upon one occasion...a customer called and purchased a pair of hinges at a time when the young clerk was deeply engaged in solving a problem in mathematics, which he thought he would finish before charging the delivery of them upon the books, and when the problem was solved he forgot the matter altogether. In a few days, the customer called again to pay for them... The books were examined and gave no account of this purchase. The clerk upon being applied to, at once recollected the circumstance, and the reason of his own forgetfulness, and from that day he made it an invariable rule to finish every matter of business that he began, before undertaking any thing else.

One can only wonder what a modern HR department would say about the perils of doing mathematics on the job. Note the Judger emphasis on beginning one thing before starting the next. In similar circumstances, a Perceiver is more likely to themselves, "Oops, I'll do better next time" or "I'll just scribble a note to myself so I won't forget" (then they forget the note). Generally, people learn from the life lessons that correspond best with their own preexisting type-based beliefs. So while a Perceiver will remember and store incidents that reinforce their adaptable flexibility, a Judger will remember and store incidents that reinforce their planful structured approach towards life. Bowditch followed the motto, "Finish what you start."

Becoming manager of the biggest companies in England didn't change Bowditch's habit of doing mathematics in the workplace. Not that it seemed to hinder his job performance: "He was in the midst of the abstractest science, and in the midst of the world's busiest interests, at the same time, -- not absorbed by the one, not disturbed by the other, seeing calmly through both." This will become

more amusing when we look at his business practices. I would venture to say that there few company Presidents who bring a math book to work.

It is rather surprising how much time Bowditch managed to squeeze in for mathematics. Referring to his youthful days, Bowditch noted, "Before nine o'clock in the morning, I learned all my mathematics." His biographer/son observed, "There is no doubt that taking the whole year together, he got as much as six, and perhaps eight hours a day, for his mathematics, besides the time devoted to his business and other pursuits." Bowditch seems to have made very good use of his time.

One of the interesting differentiations Keirsey makes between NTJs and NTPs is that the former tend to be more focused on a single project than the latter. As Choiniere and Keirsey (1992) put it, "[NTJs] focus sharply and very single-mindedly on their ever-present projects, rather like a flashlight whose beam is very narrow but very intense and stable." NTPs, by contrast, tend to flit back and forth between a more varied assortment of projects which sit at varying degrees of completion. We see this tendency in Bowditch's habit of working at length (i.e. years and years) on the same project, i.e. translating Laplace.

However, the NTJ focus does not mean that INTJs will not learn about everything they can lay their hands upon. It was observed of Bowditch that, "His intimate friends have often been surprised at finding him conversant with subjects apparently the most foreign from his favorite studies; and one of the most profound scholars among them observed, that he could hardly form an adequate estimate of the extent of his general attainments." Bowditch was capable of sticking with his projects for decades on end, but he still gobbled up information on quite diverse topics.

Many an NT has gotten a comment like, "What are you learning ____ for? What good could that possibly ever do you?" (In fact, many NTs ask this question themselves, particularly during school.) As an NT, Bowditch had a justification for being a knowledge vacuum cleaner: "...when any doubted about the importance of any kind of knowledge, because, for the time, it seemed useless, he would reply, 'Oh, study every thing, and your learning will, some time, be of service. I once said that I would not learn to speak French, because I thought that I should never leave my native town; yet, within a few years afterwards, I was in a foreign port, and I became sole interpreter of the ship's crew, in consequence of my ability to speak this language.'" NTs believe, deep in their hearts, that whatever they are learning about will come in handy some day. As a child, I used to imagine a scenario where an evil witch would capture me and refuse to let me go unless I could answer obscure trivia questions correctly. The witch was stunned at my arcane knowledge and ended up screaming in rage at my shocking knowledgeability. (Clearly, an NT fantasy.) I didn't need life experience to know that knowledge would come in handy "some day." I simply knew it instinctively at the bottom of my little NT heart. Then I found real life ways to justify that belief.

Moral Character

Sabin (2006) summed up a series of studies on type and moral reasoning by noting that, "Researchers have generally found Introversion (I), Intuition (N), Thinking (T) and Perceiving (P) to be influences on higher levels of moral judgment." (read [here](#)) Essentially, higher levels of moral reasoning are characterized by (for example) the ability to untangle grey-area moral dilemmas, or to pick a right course that society would ordinarily frown upon. A good example would be, "Is it okay for Robin Hood to steal from the rich to feed the poor?" One might say, "No, you should never steal." Or, one might say, "Even though stealing is wrong...here's a justification."

One might expect that INTPs would be the most moral folks on the planet. Actually, it just means they're good at rationalizing. INTPs can justify the most surprising things using their advanced

moral reasoning skills.

And here we come to a very interesting difference between Judgers and Perceivers. Generally speaking, Judgers see fewer moral grey areas than Perceivers. This is most obvious when you contrast Guardians (rule followers) with Artisans (rule evaders). But it also applies when you compare INTJs with INTPs. INTJs are more likely to follow rules and refuse to make exceptions for themselves or others; INTPs are willing break rules whenever their moral compass points elsewhere. (I'm going to give a caveat here—if the rules are clearly arbitrary, NTs as a group will ignore them.) This does not mean that one type is actually more moral than the other. At least one survey of a prison population has found equal numbers of Guardian and Artisan criminals (read [here](#)),¹⁵⁹ so I don't believe that the J/P difference dictates "goodness" or "badness" despite the difference in each preference's attitude towards the rules themselves.

At any rate, Bowditch's peers considered him above average in the area of morals. As such, he makes an excellent case study for how the INTJ moral sense works. Before we go on, however, it is worth noting that INTJs have three of the four letters considered to be influences on higher moral judgment. This means that INTJs are among the types most capable of dealing with tangled moral dilemmas. We will see evidence of this in the examples to follow.

A judge recalled of Bowditch, "I have known Dr. B. intimately for more than fifty years, and I know no faults. This may seem strange; for most of your great men, when you look at them closely, have something to bring them down; but he had nothing. I suppose all Europe would not have tempted him to swerve a hair's breadth from what he thought right." A shipmate remembered, "He never manifested any moral failings whatsoever, and was always remarkable for his strict principles of conduct, and for the utmost purity of mind and character; detesting any thing of an opposite nature, even in word." Dr. Bowditch's renowned uprightness is the product of the INTJ willpower, objectivity, and orientation towards principles applied to a moral context. Not that all INTJs are this moral, but this is what the best specimens tend to look like. Let's examine some of the facets underlying this idea a little more closely.

INTJs are objective when it comes to applying the law/rules. Though generally avoiding public office, Bowditch was elected to the Executive Council of Massachusetts. In this position he had influence over the justice system. As can be seen in the following statement, he was noted for his objectivity and refusal to make exceptions, even in cases of a personal nature:

At this board, upon more than one trying occasion, he gave his vote and exerted his influence in support of the law, and refused to screen from its penalties the murderer and other criminals who had deliberately violated its provisions without any palliating circumstances; notwithstanding the strong and urgent appeals in their behalf, made by many excellent and benevolent citizens, among whom were some of his own personal friends. He considered that a capricious exercise of even the prerogative of mercy, would, in effect, convert a government of law into a government of men.

INTJs are the impartial servants of justice; they recognize that even mercy can be a form of abuse since it can shield those with power and influence. Bowditch's objectivity could not be swayed by anything: "Undeterred by fear, uninfluenced by any prospect of advantage, he followed truth, and obeyed conscience; and the popular clamor, and even the coolness of some whose friendship he valued, were alike unheeded." It is not difficult to understand, of course, why many types consider INTJs too strict. People can be frustrated by what they perceive as the INTJ's "black and white" view of moral issues.

Truth be told, INTJs have a *mathematical* view of moral issues. Bowditch was known for his

159 Mitchell, 2009

"exact and equal" justice. In the mind of an INTJ, a moral law is mentally equivalent to a scientific law; it is derived through objective logical processes and admits no ambiguity once decided. As his son noted, "It has been truly said, that, in questions of morals, you could no more becloud or mystify him than in questions of *quantity*; that whatever he saw in *right* or *wrong*, he saw as *clearly* as in *plus* or *minus*; and that he carried out a *practical obedience* to whatever he *believed*, alike in both cases." (Emphasis *not* mine.) Solving a moral problem is something like doing a proof: If X is true, then Y is right, unless condition Z occurs, in which A is right. Neither feelings, nor fear, nor money, nor force can alter the fact that $1 + 1 = 2$. If an INTJ takes a moral stand on an issue, they do so with much the same conviction. The equation cannot be altered unless new data is input, i.e. $1 + 1 + 3$ now equals 5.

The INTJ stubbornness and confidence in their conclusions serves them well when facing down others who disagree with their moral conclusions. Bowditch was a small man, but his temperament was such that he was able to stare down stronger opponents:

Mr. Bowditch's desire to aid the unfortunate was exhibited on another occasion, when a poor, overladen horse was the object of his commiseration. A truckman had been violently beating the animal, in order to induce him to pull along a very heavy load, which was too large for his strength. Mr. B. had watched the driver for some time, and at length he ran vehemently forward, and in abrupt and decided tones ordered him to desist. The truckman was much superior to Mr. Bowditch in strength, and was, at first, disposed to ridicule the attempt of his inferior to restrain him. Full of indignation, Mr. B. exclaimed, "If you dare touch that horse again, and if you do not immediately go and get another to assist him, I will appeal to the law, and you will see which of us two will conquer." The man yielded, and Mr. B. passed away.

The "decided tones" of an INTJ are to be trifled with.

Business Practices

Bowditch was President of the Essex Fire and Marine Company in Salem; later, he became Actuary and Director of the Massachusetts Hospital Life Insurance Company in Boston, where he worked till death.

Today, life insurance companies are not viewed with overwhelming affection by the general population. However, Bowditch's business practices resulted in a surprising outcome: his company was actually *popular*.

The continually increasing degree of public confidence and general popularity which this institution has enjoyed, has been chiefly attributable to the financial skill, sound judgment, strict integrity, and watchful vigilance, with which he [Bowditch] devoted himself to its administration, and the fearless and decided manner in which he always checked, prevented, and guarded against, every possible abuse. He considered the institution as being morally the guardian of the property intrusted to it belonging to widows, minors, and others, and was careful that they should fully understand the contracts made by them, or on their behalf, and that those contracts, when made, should be observed strictly according to their true intent and meaning.

It's difficult to imagine a company going out of its way to avoid legalese and obfuscating jargon, but it is what we would expect from an INTJ who was used to making difficult things simple.

Bowditch's stern INTJ moral code also shows through in his insistence upon the exact interpretation of the contract terms. His straightforwardness helped build trust with his customers.

It also helped build trust with the government. What we would now call "transparency" is what he simply considered being open and frank.

Disarming all jealousy upon the part of the legislature, by the open and frank communications which he made to its committees, he gradually overcame much of that prejudice which a republican form of

government naturally tends to foster against all large moneyed institutions. Identified almost with himself, the public, no less than the stockholders and depositors, reposed in it [his company] a degree of trust, which has probably never been exceeded by the most extensive and well-earned popularity of any similar institution. In the settlement of estates of deceased persons in the Probate Office for the county, the records often speak of it as "the Bowditch Office."

One of the dilemmas facing insurance companies is the need to decide between maximizing profits and serving customers. It was said of Bowditch that "he had always in view, in its widest sense, the permanent and ultimate good of the institution over which he presided, and never compromised its interests or rights." But it is also true that he did not abuse his customers. He was noted for "Displaying the utmost courtesy, and the most liberal spirit of accommodation towards other individuals who dealt with the company..." So how did he reconcile the needs of the company and needs of the customers, while managing to satisfy both? Here is where those advanced moral reasoning skills come in.

There were many instances in which Bowditch solved moral dilemmas where it seemed he would be required to compromise either the interests of his clients, his own moral principles, or the interests of his company. In the following account, we see how Bowditch manages to balance these interests. It is an excellent example of how advanced moral reasoning skills work in real life.

One of the wealthiest citizens of Boston, himself a member of the Board of Control for the [insurance] company, wished, upon a Saturday, to deposit ten thousand dollars to be managed in trust. His balance in the bank, however, was less than that sum by three hundred dollars, and he offered to the actuary [Bowditch] his check for that part, to be good on the next Monday. Dr. Bowditch said, "I cannot, sir, receive any check payable at a future day as cash. It is a rule of the office, which you yourself assisted in making, that I shall never part with the money of the institution, or make any engagement in its name, without an actual payment, or sufficient collateral security received in return. It is my duty to enforce this rule against the most power and influential, as well as the most humble, individual who deals with the institution." The gentleman was at first not a little astonished at such a novelty as the refusal to trust him for three hundred dollars for one day. Dr. Bowditch resumed, -- "I am happy, sir, that it has become necessary to enforce this rule in an extreme case. Having been once applied to yourself, no one else can ever object to a compliance with it. And it is in itself an excellent regulation." A moment afterwards, finding that his own private balance in the bank was more than that sum, he offered to take the gentleman's check himself, giving to the company his own check payable that day; which was done accordingly.

This is sort of like a businessman refusing to accept a future-dated check from Bill Gates on the ground that his account was currently \$50 short. But speaking of treating the rich and poor alike. It should be noted that in certain cases, Bowditch would show preference towards poor clients.

On one occasion, a man came in to deposit a small sum of money in trust for a young lady (his ward) when she came of age. Before he had completed this business, a rich man came in who was a good friend of Bowditch's. He wished to place \$20,000 - \$30,000 (in *those days'* dollars) in trust with company. But Bowditch refused him. When the friend asked why the other man could deposit money in trust, but not him, Bowditch replied, "Because you can take care of the money yourself. Whenever, as at present is the case, there is so much money in possession of the company, uninvested, that it will not be a decided advantage for them to take any more, I receive it only from such as cannot take care of it themselves. For such cases especially was the company designed. It is a sort of Savings' Bank, except that it is on a larger scale than usual." Bowditch would accept "charitable business" from those who needed his services, even if he didn't really want their money.

In those days there were things that gentlemen did not do to ladies; particularly, dragging them into court in a lawsuit. Bowditch would not compromise on this honor code; if the contractual terms of

an account were such that he might be forced to sue a female client in order to get her to comply with the terms she had agreed to, he would turn down the business entirely. (For men, however, he had no such compunctions.)

If it was necessary to disappoint a client, Bowditch tried to be gentle about it. This is actually a skill that not all INTJs are capable of, and for this reason even moral INTJs are not necessarily considered "nice" by other people, even if their behavior is beyond reproach. Bowditch, however, had a reputation for being both nice *and* moral. This was due in part to the fact that he understood well how to walk softly and carry a big stick. For instance, he once refused to insure the ship of a certain captain on the justification that the captain's previous experiences showed that he "was unlucky." Observe how he tries to walk softly, until finally being forced to bring out the stick.

[T]he captain called upon [Bowditch] to complain of his imputing to him as a fault what was but a misfortune; and, after trying for some time to evade a direct reply, Dr. Bowditch at last said, "If you do not know that, when you got your vessel on shore on Cape Cod, in a moon-light night, with a fair wind, you forfeited your reputation as an intelligent and careful ship-master, I must now tell you so; and *this is what I mean by being unlucky.*"

First Bowditch simply observed that the captain had been "unlucky," then when pressed, he tried "for some time to evade a direct reply." There are many INTJs who will inform people of their faults right away without mincing words. As straightforward purveyors of truth, they see no reason to soften hard sayings, and indeed, may not know how.

Not that Bowditch would lie; he was a strong advocate of perfect honesty. On his deathbed, he said, "Follow truth—truth—truth! Let that be the family motto." His biographer notes, "...during his life, he considered that any one, who even suspected him of falsehood, had done him the greatest injury." Ruthless honesty comes more naturally to INTJs than to most other types; the difficulty is in adding tact to truthfulness. Note too that Bowditch didn't say, "Well, I'm sure you did the best you could when your ship ran aground; sometimes even on a moonlit night in fair weather these things happen. Unfortunately I'm afraid the company policy is clear; I just can't help you." Once he was forced to give a direct reply, he gave a *direct* reply.

Many Rationals who are considered "nice" are doing so as a choice; they are quite capable of stating the exact truth in all its cold, hard glory, or even of slashing an opponent's ego to ribbons with a sarcastic verbal attack, but they choose to restrain themselves out of consideration for their fellow humans.

Not that Bowditch could always restrain himself.

Dr. Bowditch, in a conversation with his eldest son upon this subject, once said, "There is a gentleman in this city, (naming him,) who possesses such courtly manners, that he can utter a bitter sarcasm, or express profound contempt, in the most mild and conciliatory language. Such, however, is not my case. If I am obliged to measure my words, or even to think in the least about them, I lose the substance of what I intended to say. When I feel that I cannot remain silent, I speak—and in such terms that *no one can mistake my meaning.* But, my speech being ended, the whole affair is over. I pour out, indeed, the contents of my vial of wrath, but I then let it be seen that it is left empty." And though it is certain that his was not that guarded demeanor, which, upon every occasion of life, prevents the utterance of a word which it may be desirable to recall, it is also certain that this was a source of more regret to himself than of pain to others.

On an unrelated note, this paragraph shows two characteristics of extraversion, i.e. not thinking of one's words before speaking and not having a guarded demeanor. It is a type truism that when it comes to speech, introverts are more likely to regret not having spoken up, while extraverts are more likely to regret having said too much. It seems that Bowditch's "hesitancy of speech" turned

off when he got angry enough.

In the financially shaky times in which we live, it is interesting to note how this INTJ handled a financial crisis where even he admitted it would be beneficial to give up one of the operating principles that usually guided the company.

He [Bowditch] ...considered it very important that no money should be received in trust from foreigners or residents out of New England; both as a means of preventing ill-will of any kind, and that the whole affairs of the company might be more strictly local, and therefore more safe, than they could be if its dealings were more widely extended. And thus it once happened, in a severe financial crisis, when it would, in his own opinion, have been advantageous to the community, in the particular case, to have dispensed with the rule, that he yet looked to ultimate consequences, and refused a deposit of one or more hundred thousand dollars, which a resident in Nova Scotia wished to place with the institution.

Note his emphasis on safety, which is prevalent in all descriptions of his business practices. This is a good attitude for an insurer to have; it is also a part of the INTJ character. Of all the Rationals, INTJs are the least inclined to take risks (of any kind) or speculate wildly with money. As you can imagine, these traits can be valuable in both mitigating and preventing financial crises. But note also the emphasis on "ultimate consequences." This is the INTJ future orientation in action. They are always looking towards the long term benefits or cost of an idea.

Believe it or not, the emphasis on the future is not necessarily the best strategy for crisis management. One of the traits that ESTPs are known for is their especial ability to tackle major organizational problems, i.e. bringing a company back from the brink of bankruptcy.¹⁶⁰ The way they achieve this result is by disregarding all cherished traditions of the past and ruthlessly ignoring all benefits that could be obtained in the future through sacrifices in the present. Essentially, they focus on the immediate moment—what will work *now* and make money? If an idea doesn't contribute towards that goal, they throw it out.

But as seen in Bowditch's case, INTJs are less willing to sacrifice the future for the moment. It might be said that ESTPs are life's crisis handlers, while INTJs are life's crisis preventers. With their eye towards the future and their cautious focus on safe investments, INTJs are less likely to be blindsided by changing circumstances or caught without money when it is needed. The reason Bowditch was able to keep his eye on the future in this crisis was that he had managed his company well enough that he did not have his back to the wall. In fact, he came through the financial crisis with flying colors:

During the late disastrous period, when every bank in the United States was compelled to suspend specie payments, Dr. Bowditch conducted the affairs of the Company with such caution, that—though this was the largest moneyed institution in New England, having a capital equal to that of ten common banks, and though its dealings were necessarily extended throughout the community—the actual loss sustained by the reckless management of other institutions, and by the numerous bankruptcies which destroyed all commercial confidence, was less than that of any one bank in the city, and was more than balanced by the reserved profits resulting from the success of a financial measure which he had previously suggested and executed.

Most insurance companies promise to help you through the storms in your life. It takes a *real* insurance company to survive storms of its own.

Bowditch had an interesting ability in crisis situations: he could detach completely from the emotional aspect of it. This seeming ability to "turn off" one's emotions is an NT phenomenon which derives from a combination of high objectivity, self control, and willpower. When the

160 Keirsey, 1998

initiation of the disastrous War of 1812¹⁶¹ was announced, he was stricken. Those who understood the difference in military power between the British and the Americans knew from the start that the war was not going to turn out well for the Americans.

In 1812, after a long series of supposed insults and wrongs from Great Britain, the American government declared war against that power. Mr. Bowditch was completely overcome by the news, and for two days was so much distressed, that he was unable to study. Friends who knew him had never seen him look so saddened before, on any public emergency. He could speak of nothing but the disasters that he foresaw war would entail upon his country. On the morning of the third day, he arose, and descending into the parlor, said to his wife, "It won't do for me to continue thus. I *will not* think any more about it." Saying this, he retired again to his books. The difference in his whole manner was very perceptible. He rarely afterwards allowed himself to be disturbed by the unfortunate affairs of state..."

Onlookers can be amazed by this sort of behavior; it almost seems like some kind of "mind over matter" trick. But the INTJ reasons, "I cannot personally fix this problem. Worrying about this problem accomplishes nothing and disrupts other areas I could be productive. It is not logical to worry about this problem. I will stop worrying about this problem now." Then they flick off the light switch. Yes, INTJs will still worry; they are human, after all. They just aren't as worried as other types anymore.

Rational bosses tend to have high expectations of their employees. Bowditch required "at all times great promptness and accuracy from them [his employees] in the discharge of their appropriate duties..." Employees are apt to say (perhaps grudgingly), of their INTJ boss, "She doesn't ask anything from us that she doesn't ask of herself."

Bowditch was rigorous in his standards, but he was also very friendly towards the circle of people he worked with on a day to day basis. He invited several as witnesses to his will when he was dying, saying that he wanted to see them all together one last time. His interactions with them were described as being "of the most affectionate character."

However, he was always very careful to separate his institutional duties and his personal friendships with his employees. For example, one story goes that, "Dr. Bowditch had one day gone out of the office for a few moments, and, on his return, found that he had accidentally left open the trunk containing all the convertible property of the company. The secretary might have had access to it." So what does one do in a situation like this? If he went through trunk to make sure everything was in place, he would effectively be sending the message, "I don't trust your integrity" to the secretary. If he didn't check, he would be neglecting his responsibility to the company's clients. He resolved the situation in the following way: "Without any remark at the time, he took out the trunk, and the schedule of the property which ought to have been there, and carefully examined each item. He told us at the time, and the secretary of the company himself afterwards, that, though he would have unhesitatingly left his own property uncounted, and have felt that there was not the slightest risk from exposure, he could not answer it to his conscience, as the responsible guardian of the property of others, knowingly to subject it even to a possibility of loss." While Bowditch was friendly with his employees, he did not let it affect the discharge of his duties. Friendliness did not produce a casual disregard for the rules of propriety.

Bowditch's mathematical skills gave him an advantage in the financial sphere; i.e., he "was very rapid and exact in all his calculations, such as computing interest..." One can readily imagine how good a mathematical genius could be at calculating interest by hand. He also brought the same perfectionistic approach that he employed in mathematics to his business: "He always bestowed his

161 The War of 1812 was a disastrous failure for the Americans; in fact, the British burned Washington D.C. to the ground.

own final revision upon every contract made by the company, and every note or mortgage or other security made to or taken by it; and frequently his minute and careful scrutiny would detect some clerical error, which had escaped all who had preceded him." The same mental architecture which allowed him to find a mistake in Newton's *Principia* allowed him to find errors in contracts or securities. It is noted that, "He was equally exact and particular in his mode of transacting all the other business of the company." Here again the INTJ penchant for thoroughness and precision shows through.

We can learn much of the INTJ work habits from Bowditch's preferred *modus operandi*.

- He never liked to leave anything unfinished. "Every day, at two o'clock, he balanced the cash account before he closed the office, that he might leave nothing unfinished." You know how ghosts are said to wander the earth, wailing about their unfinished business? The only thing I can conclude is that ghosts are Perceivers. It is noted of Bowditch that, "Only the day before his death, having a week previously found himself too feeble to make an endorsement upon a promissory note of half the principal, and to look over and execute a deed of release of half the mortgaged premises, he sent to the secretary to bring him the papers again, saying, 'You know I never like to leave anything unfinished.' He made the endorsement, and executed the release in question only forty-seven hours before he died." Now that's diligence.
- One thing at a time. "He would never listen to two speakers or attempt to attend to two matters at once. 'One thing at a time,' was his rule. It brought order out of chaos; all the elements of confusion vanished at its magic influence. It was certainly the most efficient, and probably the only rule, that could have been devised for finishing all the various and complicated transactions which each successive day brought with it. Often, when engaged in making an entry, if, upon looking up, he saw a friend, he would exclaim, 'In one moment!' and then proceed and deliberately finish the matter before him; after which he would say, 'Now I am free, and will talk with you.'" As introverts, INTJs like to work without interruption; as judgers, they like to finish one thing fully before tackling another. This work style is very different from that of (say) the ENTPs, who are happy to be bombarded with constant requests from all quarters.
- Introverted Rationals are not good at remembering names or personal information. But remembering customers' names is one of keys of good customer service. Bowditch knew this and found a workaround: "Aware of a difficulty which he through life experienced in remembering names, and that the self-love of applicants at the office would be hurt at the necessity of informing him who they were, he was in the habit of referring every one whose familiar features thus perplexed him, to another officer of the institution, to get the number of the policy or mortgage respecting which question had been made. The clerk understood this request, and began by asking *the name*, which was a less mortifying question from him, than it would have been from the principal of the office." For the modern INTJ, a computer database could serve a similar function.
- He was good at saying no. "The most difficult duty to be performed by the actuary of this company, and at the same time one of almost daily recurrence, was that of refusing applications for loans of money which he thought it not safe for the institution to grant. It often required great firmness and decision. Powerful influences, direct and indirect, were often resorted to in order to obtain a favorable answer. But it is emphatically true that Dr. Bowditch understood the art of saying "No;" and while he decidedly and peremptorily declined an offer as inadmissible, so that no time should be wasted in profitless discussion,

it was always his endeavor to do it with as much courtesy of manner as possible. He was well aware, however, that this was the most thankless part of the actuary's duties; that though a manly independent, and decided course, would certainly secure the respect and approbation of the majority, and promote the interests of the institution, it must also necessarily give offence in individual cases. Such cases did occur. There never lived the man whom Dr. Bowditch feared to address in what he considered the language of truth, and he often spoke with a plainness and directness to which his hearers had not been accustomed." Bowditch was very good at saying no plainly, and meaning it, and refusing to be pressured. But he was also polite, the hand of steel encased in the glove of velvet. It should also be noted that while he had no problem holding to a position once taken, he was not necessarily closed off to new information: "Sometimes...he declined requests, which he subsequently thought might, with some slight modification, have been admissible; and in such cases he was always ready and willing to recede from his first position."

When Bowditch worked as an apprentice at the chandlery, he would spend his free time studying. He carried this practice when he became manager of the insurance company. "He had his La Place habitually by his side, and in the occasional intervals of leisure from the calls of business or friendship, he constantly recurred with delight to the teachings of this his favorite author." In short, the President of the company liked to spend his free time doing mathematics. I used to carry Latin flashcards around in my pocket so that I would have something to do with myself during dull periods at work. NTs do not want to squander their free time when they could be using it for something mentally stimulating and productive.

Love and Loss

I am always interested when reading historical accounts to type the personage's spouse and find out how the marriage turned out. In this case, Bowditch's first marriage was to a woman named Elizabeth, "a lady of remarkable intelligence, and worthy of his choice." Unfortunately, Elizabeth died soon after they were married.

Rationals are often very stolid when it comes to events of mourning. For example, there are numerous accounts of NTs who did not cry at the funeral of a loved one, and were judged for it by others. Bowditch was at sea when news came of Elizabeth's death. "He made no complaints however. He never thought it right to complain of the trials that fell upon him, but he quietly sought to interest his mind in his favorite pursuit of astronomy. He always did so, whenever any trouble came upon him. In this way he consoled himself, and was not a burden to others, by being of a discontented spirit." Even Bowditch, an INTJ who was noted for his lively facial expressions, clammed up and hid his feelings during a time of mourning.

Two years later Bowditch married again, time to his nineteen year old cousin Mary, who was to be his wife for the next thirty-three years. She died about four years before Bowditch did. I am sorry to say that I could not establish even one single letter of her type. I will, however, make some feeble speculations on it, if only for the learning opportunity. So, what was Mary like?

On the twenty-eighth of October, 1800, Mr. Bowditch married his cousin, Mary Ingersoll. She was destined to live with him thirty-five years, and was the source of much of his happiness in life. She was a person, in some respects, as remarkable as her husband. She was possessed of an extraordinary good judgment, unwearying kindness and love, an elastic cheerfulness, which scarcely any thing could subdue, and very strong religious feelings. She was constantly trying to aid him. Instead of seeking for enjoyment in display, she preferred economical retirement and great but respectable frugality, in order that her husband might pursue more thoroughly and easily his favorite studies, and might purchase books of science. Instead of collecting beautiful furniture, she called her visitors to see the rich new works of

learning, that her husband had imported from foreign lands. Yet, with all this devoted love, with all this intense reverence for his talents and virtues, she remained his true friend, and never shrunk from fully expressing her own opinion upon every matter of duty; and if, perchance, she differed from him, she maintained her side of the question with the zeal of a true saint. It has been often said, that, had Mr. Bowditch been united with a woman of a different temperament, he would have been an entirely different person. [Interesting!] He loved study, it was true; but none enjoyed more than he the delights of a family circle. None needed more than he did the kindness of a wife and children. She lived with him thirty-four years, and on the seventeenth day of April, 1834, she sunk under the disease, consumption, with which she had been suffering for a long time.

This passage reveals that she had no need for "display" and was not terribly concerned with wealth or beautiful things. A liking for display (or at least, "prestige") is most closely correlated with the ES preference and most particularly with type ESTJ.¹⁶² The type least interested in "prestige or status" is the INFJ. However, INFJs are least argumentative type,¹⁶³ and Mary "maintained her side of the question with the zeal of a true saint." Another intriguing detail is the fact that Mary Bowditch was noted as being "in some respects, as remarkable as her husband." I am tempted to use this as evidence that she was an intuitive of some sort, since they are typically viewed as being "different," for better or worse. The couple's shared frugality is interesting because INTJs and INFJs tie for being the least interested in the value of "financial security."¹⁶⁴ But this is all very skimpy evidence, and I would not be even remotely confident about anything save for the N preference.

Another description of Mary reveals a little more:

"This marriage, which lasted more than thirty-three years, may be regarded as the most happy circumstance of Dr. Bowditch's life. With personal attractions of no common order, domestic in her habits, of the most lively and cheerful disposition, with affections which age never chilled, governed over by the strictest religious principle, he wife and mother was devotedly attached to her husband and children, sympathizing in the pursuits of the former, and guiding and directing those of the latter, making home the scene of the purest and most delightful influences and recollections, and associating with her presence in life and her memory in death, the idea of a being whose every act and thought were blameless. The stranger was attracted by her winning smile and affable manners. She made her house the agreeable resort of family and visitors. Many sons and daughters of sorrow acknowledged in her that active benevolence and liberal aid which discovered and supplied their wants, or that kindly sympathy which soothed where it could not relieve. But there was one who was her heart's idol, whom she revered almost as a being of a higher order than herself, regarding as worthless every thing else, in comparison with his approving smile. He, indeed, had reason always to rejoice, that a benignant Providence had made her sharer and the guardian of his home and happiness."

Assuming that it is not a eulogistic exaggeration, and Bowditch truly was Mary's "heart's idol," then this passage may suggest that Mary was an NF. Keirsey has noted that one of the distinguishing features of the Idealists is that they have a tendency to put their beloved up on a pedestal by idealizing their traits and behaviors.¹⁶⁵ There is a bit of evidence to support a tendency towards introversion here: she was "domestic in her habits." Though of course, the "lively and cheerful disposition" fits an extravert better than an introvert. Indeed, Mary's habit of giving to charity and helping those in trouble is most characteristic of ENFJs, then ESFJs.¹⁶⁶

So what we have here is a wad of conflicting evidence. About all that we can be sure of is that she and Bowditch loved each other and had a happy marriage.

162 Myers, McCaulley, Quenk & Hammer, 1998

163 Loffredo & Opt, 2006

164 Myers, McCaulley, Quenk & Hammer, 1998

165 Keirsey, 1998

166 Gerdes, 2010

INTJs like reading and working on the computer a lot. Also, they are type which was least likely to rate the value of "home and family" as very important (though the majority still did).¹⁶⁷ One can see how these two factors might combine to make a nonINT spouse to feel neglected by his/her INTJ mate. But this was not an area in which Bowditch had trouble. He was described as being "...a husband never so much immersed in his studious researches, as to be forgetful of those little proofs of affection which first won and ever secured in return the affections of the wife..." Though, he did tell a story where the characteristic INTJ obliviousness to physical reality was revealed:

"He [Bowditch]...said, "There is no friendship or connection so intimate as to justify a disregard of a constant endeavor to please;" and added that upon one occasion, when his wife had appeared in the library in a new dress, and he, happening to be engaged in his studies, had not noticed the circumstance, she seemed quite disappointed, and said to him, "I purchased this dress on purpose to please you, as being of your favorite color, and now you do not seem to care the least about it." He added, "I immediately left my books, told her that she must lay the blame not on me, but upon mathematics; that the dress suited my taste exactly; and thus succeeded in restoring her cheerful looks. And ever afterwards," said he, "through life, I endeavored, whenever she came into my presence, not to omit to express towards her, outwardly, something of that pleasure which I always really felt."

His wife did right in correcting him in a *non-subtle* manner; looks and sighs can slip by an INTJ. Bowditch also did the correct thing in learning from this experience and taking the opportunity to build his marital skills. INTJs can improve their relationships, and it is a very good practice to express outwardly the pleasure which they feel inside. In fact, Kroege & Thuesen (1994) in their book *16 Ways to Love Your Lover*, gave the INTJs the motto, "Any relationship can be improved."

One final note on Mary is that she made it possible for Bowditch to do his translation of *Mécanique Celeste*. He indicated his gratitude in the dedication he wrote to her: "This translation and commentary are dedicated, by the author, to the memory of his wife, Mary Bowditch; who devoted herself to her domestic avocations with great judgment, unceasing kindness, and a zeal which could not be surpassed; taking upon herself the whole care of her family, and thus procuring for him the leisure hours to prepare the work; and securing to him, by her prudent management, the means for its publication in its present form, which she fully approved; and without her approbation the work would not have been undertaken."

A good spouse can do a lot for an INTJ.

Bowditch handled Mary's death in much the same calm manner that he handled Elizabeth's death. In fact, he went back to work on the same day as the funeral. As his son explains it, "Dr Bowditch bore this heavy calamity as a Philosopher and a Christian. The early morning witnessed the funeral obsequies which he attended; and that forenoon saw the Actuary of the Life Insurance Company engaged in his usual routine of business..."

INTJs have a remarkable ability to carry on calmly and hide their emotions. I think it is particularly important to note that Bowditch, an INTJ who had a reputation as having a "heart...as tender as his intellect was powerful" exhibited this behavior. When people observe impassive, cool INTJs behaving this way, they tend to see it as evidence of a cold-hearted, uncaring nature. But in fact, even the nicest INTJs will exhibit these behaviors. It is simply the way they are built: the Rational is a creature of mind and will; when they are in emotional pain, it does not affect their functionality as much as it would for other types who rely on healthy emotions for 90% of their daily activities. (Unfortunately, this can also lead to Rationals suffering for a long time without anyone perceiving it. Since the Rational is still "functional," they may not appear to need or want help.)

But Bowditch *was* affected. The change was subtle, but there nonetheless. "To the stranger he

167 Myers, McCauley, Quenk & Hammer, 1998

appeared as he had ever done before. ... Most deeply, however, did Dr. Bowditch feel this loss; and sometimes, particularly during his own last illness, he alluded to it with much sensibility. His countenance, after her death, exhibited, more frequently than before, a degree of thoughtfulness sometimes amounting almost to sadness. Indeed, he frequently stated to his children, though the fact may not have been apparent to the public, or even to his friends, that though life had still many charms for him, it had lost forever what he had always regarded as its brightest attraction."

Another account makes this even clearer:

In 1834, his wife died. His heart was borne down by the loss. She had been to him always a loving and a tender companion; faithful and true, even to the minutest points. She had watched all his labors. She had urged him onward in the pursuit of science, by telling him that she would find the means of meeting any expense, by her own economy, in her care of the family. She had watched the progress of his greatest work, which, with his dying hands, he afterwards dedicated to her memory. She had listened with delight to all the praises that had come to him, from his own countrymen and foreign lands; and now, when he was full of honor and yet active in business, she was called to leave him. With her, the real charm of his life departed, and many sad hours would have been the consequence, if his sense of duty, and devotion to study, had not prevented them. He devoted himself now more closely to active engagements. He always spoke of his wife with extreme fondness, and sometimes his tears flowed afresh. There was a degree of sadness, which was perceptible only to his family, however, that settled upon Dr. Bowditch during the last four years of his life, in consequence of this deprivation.

INTJs have deep emotions; they just don't like showing them outside of their intimate circle. It is also notable that Bowditch eased his pain with work. It is recorded that, "If he were sad or disturbed, he sought quiet and cheerfulness in "his peaceful mathematics."

Since we're on the topic of grieving, we might as well take a deeper look at the INTJ grief response.

Grief

Tagliaferre & Harbaugh (1990) studied the grieving responses of each type in response to the death of a spouse. (If you're interested, their book is called *Recovery from Loss*.) They found the following:

- **Introverts** – When introverts experience a loss, they are not as attracted to support groups as their extraverted kin. Rather, they seek out books or websites dealing with the subject of grief or the cause by which their spouse died. If they do share their pain with others, they prefer to do so only with their most intimate companions. Bowditch, for example, preferred to suffer *alone* when dealing with his own physical ailment, stomach cancer. It was a horrible disease: "Death by starvation was in prospect. ... He became emaciated to a degree of which even his consulting physician, with all his extensive practice, had never before seen an instance." And: "On another occasion, when the torture he experienced was almost beyond endurance, "Why was I born!" The thing to note here is that he didn't like to make noise about it, and seemed best able to bear it in solitude: "Rarely was a complaint or murmur extorted from him even by the most excruciating pain. One evening, as his eldest sons were present, he said, 'Much as it usually gratifies me to see you, your presence now is unwelcome. I am suffering so much, that I cannot enjoy the society of any one. You can do nothing for my relief. I had rather you would go home.'" INTJs who are suffering for other reasons, i.e. the death of a spouse, also find that misery does not love company.
- **Intuitives** – Intuitives may feel a connection with their spouse that continues beyond the grave, perhaps softening the loss a bit. (However, this would probably be least helpful to INTJs, given the type's bent toward atheism. Bowditch and his wife Mary were devout

Christians, however.) If the intuitive's spouse was a sensor, there may also be a problem with the daily details of life—housework, groceries, etc—which the sensing spouse dealt with.

- **Thinkers** – Question like, "Why did he die of a heart attack, he was only thirty-three" may bother thinkers more than feelers, since thinkers want the universe to make logical sense. Tagliaferre & Harbaugh note that thinkers will try to process the meaning of what has happened; it may take a prolonged analysis to answer the questions raised by the loss. Thinkers also have more trouble than feelers when it comes to dealing with the emotions stirred up during the grieving process.
- **Judgers** – Judgers experience extra difficulties with grief due to the loss of control and overall uncertainty associated with the death of a loved one. They are likely to feel a need for closure and will at least *try* to put their life back into some semblance of order as soon as possible. This is probably part of the reason why Bowditch went right back to work.

A small study of type and coping resources (Hammer in Tagliaferre & Harbaugh, 1990) found that INTJs had the following rankings. In terms of likelihood of relying on any particular resource, INTJs were ranked:

- 3rd most likely to use Spiritual resources
- 3rd most likely to use Cognitive resources
- 7th most likely to use Emotional resources
- 8th most likely to use Physical resources
- 10th most likely to use Social resources.

(The sample included 10 INTJs total.)

Literary Adaptation

Bowditch's life was adapted into a children's biography, *Carry On, Mr. Bowditch*. The book won the Newberry Medal. Of course it is always amusing to see what reviewers and critics make of the book's main character. In my copy of *Carry On, Mr. Bowditch*, for example, the publisher compliments the author on her ability to make a walking calculator seem interesting and human. (!) Publisher aside, reader reactions to Mr. Bowditch were very positive—people admired how he educated himself and kept going in spite of everything.

In the next section, we'll meet another captain. The captain of the starship *Enterprise*.

Star Trek and the INTJ

Recently I was at a social gathering with some normal people, and the topic of Star Trek came up. I was surprised to hear everyone else talking fluently about the *Enterprise* and its crew. On one hand, I should have expected this because the recent Star Trek movies have popularized the show with a broader audience. On the other hand, it was strange because usually you don't hear normal people talking about Star Trek.

It comes as no shocker that there is a connection between love for Star Trek and type. INTJs like Star Trek the second most of all types (INTPs like it a bit more, at least for males), and it is beloved by both males and females of the type.¹⁶⁸

The level of trekkiness in the INTJ population was established in a study published in 1995 (just after *The Next Generation* went off the air and about the time *Voyager* launched). 97 trekkies from fan clubs and conventions were sampled and the following types were found:

INTP	4.48 times as many as would be expected in comparison to the general population
INTJ	4.04 "
INFJ	4.00
INFP	2.63
ISTJ	1.82
ENTJ	1.61
ENTP	1.50
ENFP	1.47
ENFJ	1.13
ESTP	0.65
ISFJ	0.44
ISTP	0.25
ESFP	0.22
ESFJ	0.22
ISFP	0.19
ESTJ	0.07

As can be seen, introverted intuitives tend to like Star Trek the most, while extraverted sensors like

¹⁶⁸ Stever, 1995

it the least. This trend actually fits in with a general IN trend that Stever, the study's author (and apparently also a hardcore Star Trek fan, or as he puts it, a "participant-observer"), found in previous examinations of rock star fans. (Where does one go to get Stever's job?) Judging by his research, it is a pretty good bet that the top 10% most rabid fans of any celebrity or TV show are INs. Granted, there may be other type differences as well (for example, Stever found that Michael Jackson's fans were very NF), but IN seems to be the gold standard for the fannish personality.

Stever found that Star Trek fans had two unique type/gender subgroups.

The male segment of the fanbase (54 total) was of course strongly INT:

INTP 5.42 times as many as would be expected in comparison to the general male population
INTJ 3.01 "
INFP 2.12
ENTJ 2.08
ENTP 1.73
ISTJ 1.27
INFJ 1.16

(No other male types liked Star Trek more than average.)

But the female segment of the fanbase (43 total) was strongly INF. Surprisingly, it was *even more* strongly INTJ than the male segment:

INFJ 6.96 times as many as would be expected in comparison to the general female population
INTJ 6.58 "
INFP 3.20
ISTJ 2.87
ENFJ 2.08
ENFP 1.98
INTP 1.09

(No other female types liked Star Trek more than average.)

The study found that male Star Trek fans were more interested in the *science* fiction aspect of Star Trek, which is to say that they were mostly intrigued by the implications of copper-based blood or how a transporter might function in real life. The female fans, by contrast, were primarily interested in exploring the relationships between the characters, for example writing a story that tries to answer the question, "What if Kirk had to choose between saving Spock or Dr. McCoy?" I assume that this difference is due to the fact that the males were primarily INTs and the females were primarily INFs. It would not surprise me to find that female INTJs had a foot (or two) in the "male" camp.

So why do INTJs like Star Trek so much? Perhaps it is because every Star Trek show has an INT character occupying an actual role in the story. (Sadly, the token INT hacker/inventor character that turns up in many shows is all too often a bland cardboard cutout whose only purpose in the storyline is to create things or facilitate missions for the show's *real* heroes.)

One famous INTJ character is Jean-Luc Picard.

Jean-Luc Picard

Spock: He intrigues me, this Picard.

Data: In what manner, sir?

Spock: Remarkably analytical and dispassionate, for a human. I understand why my father chose to mind-meld with him. There's almost a Vulcan quality to the man.

Analytical. Dispassionate. Vulcan. Judging by these terms, we should already suspect that Picard, captain of the starship *Enterprise*, is an NT. But is he an INTJ?

Evidence for INTJ

- Spent a lot of time in his quarters or ready room, shunning people (I)
- Was perceived as "quiet" by an observer; Picard saw it as being "contemplative" (I)
- Enjoyed individual pastimes such as reading, playing an instrument solo in his quarters, or fencing—as opposed to a team sport (I)
- Relaxation for Picard meant hanging out by himself reading rather than meeting new people. (I)
"Well, I have a little work to finish up, then I'm going to my cabin. I'm going to put my feet up, I'm going to turn on my personal relaxation light and I'm going to lose myself in the pages of some old novel." - Picard
Or when on vacation:
"All I require is to sit in the sun and read my book. Alone." - Picard
Or when horseback riding:
Hutch: Yes. We have a network of trails through the plains. Unfortunately, it's not very pleasant right now. Cold, muddy. Not a soul for kilometres.
Picard: Sounds perfect.
- Enjoyed reading (N favored, particularly NT)
- Read "light" literature like *Ulysses* and *Ethics, Sophistry and the Alternate Universe*. (Books like these appeal most to those with the N orientation.)
- Subdued facial expressions, restrained emotions, did not show teeth when smiling, did not often laugh (INT favored)
- Fans described him as a "philosopher" and "scholar" and as "the Socrates of his era." (This screams NT)
- Workaholic; claimed to loath vacations (NT, SJ favored most)
- Objective, impersonal (T)
- Direct and blunt; seldom softened his words (T)
- Had a leadership position (TJ favored most)
- Formal; maintained strict discipline on ship (J)
- Described as thorough, reliable, steady (J)
- Cared about punctuality (J)
- Considered one of the more cautious captains (IJ favored over EP)
- Spoke decisively and forcefully (INTJ favored over INTP)
- Tended to give direct commands rather than suggestions or information, i.e. "Tell me what

- you know about this" rather than "What do you know about this?" (J favored over P)¹⁶⁹
- Would not "bend the rules" (INTJ favored over INTP)¹⁷⁰
- Grave, serious temperament (INTJ favored most, but NT, STJ also favored)

Evidence against INTJ

- Often spoke loudly and without hesitation (E)

The main area of uncertainty regarding Picard's personality type is whether he is an introvert or an extravert. Although we can find many times where he expresses a preference for being alone, there is also the fact that he often tends to speak loudly and rapidly—both traits of extraversion. Fortunately, there is a test we can do to determine his preference.

If you knew you were going to die in twenty minutes, how would you choose to spend your last moments? Would you prefer to be surrounded by family and friends, or would you rather enjoy a few restful moments of peace and quiet?

On one occasion, Picard was placed in an impossible situation where the "best" outcome was to inform a hostile alien entity that he intended to destroy the *Enterprise*. He and his first officer (an ESTP) set the ship's self destruct mechanism on a twenty minute timer and awaited their fate. So how did Picard choose to spend his last moments? Did he join with his friends and shipmates for one last, precious moment of togetherness?

As you've probably guessed by now, he didn't. He went off by himself and listened to classical music. Given this and the numerous other examples of his preference for being alone, I think it safe to say that Picard was an introvert. He could speak loudly and quickly, but he was very comfortable with solitude.

Leadership Style

Picard had a leadership style that was much different from that of his predecessor, the ETP captain Kirk of *Star Trek: The Original Series*. Where Kirk relied on guile, Picard was straightforward with his adversaries. While Kirk often took reckless chances, Picard was typically cautious and deliberate. Where Kirk blithely flaunted whatever rules he disagreed with, Picard typically observed the law and deviated from it only with reluctance. In addition, Picard was more contemplative, formal, unexcitable, rigorously logical, serious, and all-around professional. Most of these differences have their roots in the differences between the INTJ and ETP personalities.

Let's look at some of these traits in detail.

Straightforwardness

One of the signature traits of Picard's leadership style was his straightforwardness. Despite the example in the previous section, he seldom employed bluffs or other forms of deception. Instead, he preferred to lay out the case bluntly to his adversaries and point out the most logical path for everyone involved.

For example, in an encounter with a hostile vessel from the neighboring (evil) Romulan empire, Picard was seemingly stuck at an impasse. He needed to beam up an *Enterprise* crewmember and a Romulan crewmember from the nearby planet in order to show the angry Romulans that their crewmember was not dead, as they mistakenly believed. But if Picard lowered his shields to permit

¹⁶⁹ Keirsey, 1987

¹⁷⁰ McPherson & Hindmarch, 2004

the operation of the transporter, the Romulans might open fire before he could produce the evidence. What could he do?

Here is where Picard's INTJ straightforwardness and capacity to see all angles came in. He opened a communications channel to the Romulans and stated flat out,

Commander, both our ships are ready to fight. We have two extremely powerful and destructive arsenals at our command. Our next actions will have serious repercussions. We have good reason to mistrust one another, but we have better reasons to set our differences aside. Now, of course, the question is, who will take the initiative? Who will make the first gesture of trust? The answer is, I will. I must lower our shields to beam these men up from the planet surface. Once the shields are down, you will of course have the opportunity to fire on us. If you do, you will destroy not only the *Enterprise* and its crew, but the cease-fire that the Romulans and the Federation now enjoy. Lieutenant, lower the shields. Leave the hailing frequency open.

Picard essentially said, "He's what I want, here's what you want, here's the conflict between us, here's the best way out for everyone, and here's what I'm going to do. Now what are *you* going to do?" He evaluated everyone's point of view, found the most acceptable compromise, laid it all out plainly with his typical objective logic, and made the first move towards the most logical solution. The other party was often forced unwillingly to follow suit. This pattern happened over and over in his dealings with other people, including his staff. If Kirk's enemies usually ended up cursing him for his inevitable treachery, Picard's enemies usually ended up grinding their teeth in silent frustration at Picard's inexorable logic.

Picard seldom bent the truth one iota; like all thinkers, he preferred the hard truth rather than a comforting deception. For example, in one incident on the holodeck—a virtual reality room—a holocharacter accidentally realizes that he is just a holographic simulation. The character says to Picard, "Tell me something... When you've gone, will this world still exist? Will my wife and kids still be waiting for me at home?" Picard replies, "I honestly don't know. Good-bye my friend." Then he ended the program. No comforting white lies from this INTJ. Certainly Picard *was* capable of deception, and he could lie with a perfect poker face. But this was not his preferred method of solving problems. Complete straightforwardness meant telling the hard truth.

Attitude Towards Rules

Picard encouraged a culture of professionalism on the *Enterprise*. By setting the example himself, he made it clear to his subordinates that poor rules should be reformed rather than subverted; emotions should be kept under control; proper procedures should be followed; the rules should apply equally to everyone; complaints should be dealt with through official channels; the chain of command should be respected; and problems should be dealt with on top of the table rather than underneath it.

To the Rationals, moral principles are logic-based algorithms that have the same rigor, complexity and consistency as the laws of nature. This is actually very different from the way moral principles are understood by other temperaments. To most people, rules are important because everyone agrees on them, or because they have been put in place by authority figures, or because they have always existed. To the Rational, such reasoning holds little weight. To them, rules are but imperfect embodiments of abstract, universal moral ideas.¹⁷¹

We know, for example, that stealing "Taking your neighbor's possessions away without permission" is wrong. Or is it? What if you were to go over to your neighbor's property, pick up a piece of gravel from their driveway, and walk away with it? This meets our definition of theft, does it not?

171 Keirse, 1998

The rock belonged to your neighbor and you took it without permission. But the Rationals look beyond the legal definition of theft and observe that only reason the rule exists in the first place is to prevent *harm* to one's neighbor. So to the Rational, the complete rule actually reads, "I may take my neighbor's possessions for myself, so long as this does not harm them." (Indeed, a Rational with high moral reasoning skills could probably make a list of twenty reasons why it would be morally justifiable to take away a neighbor's possessions without permission.)

While this sort of reasoning can lead to a certain amount of sophistry (more among NTPs than among NTJs) Rationals seldom go to prison for it. They conform their behavior strictly to the moral principles that they have intuited, and this is usually enough to get them by in a nonRational world. Indeed, INTJs in particular may be praised for their moral courage.

Now we come to a very important distinction. Although all Rationals will obey their own derived moral principles, they are not all alike in their respect for the actual law written in the actual law books. As it happens, INTJs are the most "rule conscious" of the Rationals and the fourth most rule conscious type overall.¹⁷² INTPs and ENTPs, by contrast, tie for being the second *least* most rule conscious type overall. What this means is that INTJs will typically obey the rules laid out by the powers that be, even if those rules are a misfit for their personal code, while INTPs and ENTPs will try to get around the rules.

Picard was admired by fans for his moral character. One fan praised Picard as "the most moral and admirable character ever," while another called him, "The most decent man and honorable on television history. [sic]" Another said, "This character is the moral compass of a generation."

Let's look at Picard's relationship to the most famous Starfleet regulation of all, the Prime Directive. This rule states that no representative of Starfleet shall interfere with the development of a nonspacegoing civilization, or even reveal the existence of aliens/spaceships/etc. to said civilization. Picard explained the purpose of the Prime Directive like so: "The Prime Directive is not just a set of rules. It is a philosophy, and a very correct one. History has proven again and again that whenever mankind interferes with a less developed civilization, no matter how well intentioned that interference may be, the results are invariably disastrous."

Note the NT emphasis on the *philosophy* underlying the actual set of rules. But we must note also he had respect for the rules themselves as written.

One on occasion, Picard was confronted with a situation in which his INTJ resolve would be tested. The situation was initiated, naturally enough, by the rule-breaking tendencies of his ENTP third officer, an android named Data. Without permission, and apparently on the spur of the moment, Data broke the Prime Directive by initiating communication with a young alien girl named Sarjenka who had accidentally managed to "telephone him" from the surface of a planet in distress. As it turned out, the girl's planet was about to blow up due to some geological problems. The question was—should the *Enterprise* try to fix the planet, thus violating the Prime Directive?

Picard called together his senior officers and invited them to give their opinions on the matter: "It is no longer a matter of how wrong Data was, or why he did it. The dilemma exists. We have to discuss the options." The resulting discussion was a fascinating exploring of the role of type in decision-making.

Now as it happens, ISTJs are slightly more rule conscious than INTJs. The Klingon Worf, ISTJ, was the first one to express an opinion: "There are no options. The Prime Directive is not a matter of degrees. It is an absolute." (This is what ISTJs say to themselves as they audit your taxes.) By

172 McPherson & Hindmarch, 2004

contrast, the group's Feelers were characteristically willing to make an exception to the rules—even the group's INFJ Counselor Troi. INFJs are even more rule conscious than either ISTJs or INTJs, but they're quite happy to make an exception for sympathetic victims who might be hurt by a strict interpretation of the law.

There were two surprise votes. First, the group's ETJ doctor sided strongly with the Feelers and upheld the validity of emotions in decision-making. (A good example, perhaps, of occupational conditioning.) The other exception was that Riker (ESTP) came out in favor the abiding by the Prime Directive, essentially arguing that it wasn't any of their business to decide who lives or dies. I have no type-based explanation for this ESTP's anomalous behavior, especially since Riker is the crewmember who most closely resembles the ETP captain Kirk of the Original Series. Kirk, of course, viewed the Prime Directive as an optional guideline that could be cunningly justified away with lawyer-like gyrations, or totally disregarded if necessary.

Picard would have none of that. When Data suggested that Sarjenka's call could be viewed as a request for help and thus an invitation for interference, Picard replied, "Sophistry." In typical INTJ style, he focused not on the characteristics of the particular case at hand, but on the broader context of the circumstances in which it would be acceptable to violate the Prime Directive. Note how he changes the debate from a discussion of a single example into a discussion about a principle intended to govern all future examples:

Picard: So we make an exception in the deaths of millions.

Pulaski: Yes.

Picard: And is it the same situation if it's an epidemic, and not a geological calamity?

Pulaski: Absolutely.

Picard: How about a war? If generations of conflict is killing millions, do we interfere? Ah, well, now we're all a little less secure in our moral certitude. And what if it's not just killings. If an oppressive government is enslaving millions? You see, the Prime Directive has many different functions, not the least of which is to protect us. To prevent us from allowing our emotions to overwhelm our judgment.

In the end, Picard was not swayed by the arguments of his officers; he decided to obey the Prime Directive despite the dramatic nature of the case in question.¹⁷³ Or at least, he tried. When he ordered Data to sever communications with the planet, he ended up overhearing a pathetic plea from Sarjenka. There was just no resisting the frightened little girl, and Picard allowed emotions to overwhelm his judgment. Reluctantly he ended up violating the Prime Directive in increasingly dramatic ways throughout the episode, just as he had predicted. (Well, we've all got a little Feeler in us, right?) On an amusing side note, most of the subsequent violations were initiated by Data, who seems to share Kirk's view of the Prime Directive. It's hard to get obedient androids these days.

One final observation is that Picard could and did quote regulations. At one point, Dr. Pulaski, frustrated with Picard's refusal to agree to a risky request, burst out, "You don't have to quote the rulebook!" People can sometimes be frustrated by the INTJ's tendency to follow principles or rules without exceptions.

Problems

One of the interesting problems of leadership is the Judging/Perceiving question—under which circumstances is each preference better? Generally speaking, I think that Judging is the better style when a situation is predictable and certain, whereas Perceiving is the better style when a situation is

¹⁷³ As a rule-breaking INTP, I was yelling at the TV in my head at this point.

changing or of an unknown character.

Let me pose you a very general scenario. In this scenario, a judger and a perceiver are faced with a goal that requires them to be in a favorable position at a certain date in the future. The judger immediately starts working on a plan that will maximize their odds of attaining this favorable position by the specified date. The perceiver studies the situation and gathers information, but makes few actual preparations until the deadline draws nigh.

There are pros and cons for each strategy. The judger's strategy assures that they will have time to devote maximum resources to the project, since some resources may be difficult to mobilize rapidly. It also allows them to derive the benefits of long-term planning. Perceivers lose the benefits of slow-to-deploy resources because they don't start their preparations till the last moment; in addition, they are faced with the dilemma of trying to deploy all their reserves at the last minute, which may result in overloaded delivery channels.

But consider what happens if outside factors make a strategy change necessary halfway before the deadline? By this time, the judger will have deployed (and perhaps wasted) half their resources on a strategy that may now be defunct. It will now be necessary to come up with another plan, this time with fewer resources and less time. The perceiver, however, will not have committed any of their resources yet. Since they wait until the last moment to make a decision, they do not have to worry so much about changing circumstances. In addition, when they finally commit, they do so on the basis of the most up-to-date information available, which allows them to make the best decision possible.

This is why judging is the better working strategy in stable situations, while perceiving is the better working strategy in unstable situations. For obvious reasons, judgers dislike uncertainty and lack of control more than Perceivers. One excellent demonstration of this judging trait occurred in the episode "Time Squared."

Through a quirk of time travel, it became known to Picard that *somehow* the *Enterprise* would be destroyed in six hours. He wracked his brain trying to figure out what would happen in six hours so that he could plan for it. But of course, it was virtually impossible to make any plans because he had no idea what was going to happen. In the following dialogue, we see Riker (P) counseling a frustrated Picard:

Riker: Captain, I think this is one instance where you should suppress your natural tendencies.

Picard: Oh, really?

Riker: One of your strengths is your ability to evaluate the dynamics of a situation, and then take a definitive preemptive step, take charge. Now, you're frustrated because you not only can't see the solution, you can't even define the problem.

Picard: Go on.

Riker: What we're facing is neither a person nor a place. At least not yet. It's time.

Picard: You're saying I should just sit down, shut up and wait.

Riker: I wouldn't have put it exactly like that.

Picard: Not something I do easily.

Riker: Your Persian flaw.

Picard: Yes, perhaps it is.

Although Picard's judging decisiveness was typically one of his greatest strengths, it also made him made him vulnerable during circumstances that were hard to predict and control. Note how Riker is filling in Picard's blind spot by offering a Perceiving opinion, "Let's just see what happens and roll with it." Judging and Perceiving leaders can benefit from listening to the point of view of those

who have opposite preferences. The shared perspective can produce more options and better decision making, and both the leader and the follower can profit symbiotically from each other. Humans really are a colonial organism.

Seven of Nine

Some children are raised by wolves; others are raised by INTJs. This was the case of Seven of Nine, a crewmember on the starship *Voyager*. Seven was originally a human child who went by the name of Annika Hansen—that is, until she was assimilated by the Borg, a half-humanoid, half-machine species connected into a single collective mind. After reaching adulthood, Seven was liberated from the collective by the *Voyager* crew, who removed most of her Borg implants and tried to teach her what it meant to be human.

The curious part in Seven's case is that although she is a very clear INTJ, there is little evidence to indicate that young Annika Hansen was an INTJ. In fact, what little information there is seems to show her as an ESFP or ENFP. This suggests an interesting idea: did the Borg Pygmalion Annika into an INTJ? Does this mean that the Borg *are* INTJs? And why are INTJs the scariest thing that the Star Trek screenwriters could come up with?

Evidence for INTJ

- Used a minimum of words to express herself (I)
- Described as "distant" (I)
- Not gesturally expressive (I)
- Engaged in solitary pastimes, particularly reading and thinking, during her free time (IN)
"I regenerate in my alcove. I study the Starfleet database, and I contemplate my existence."
- Disliked frivolous socializing, small talk (INT favored most)
"If you're here to fraternize I do not have the time."
- Difficult to get to know (INT favored)
- Focused on science and cutting edge engineering as her specialties (NT)
- Fascinated by complexity (NT)
- Complex, formal style of speaking; used lengthy words (NT)
- Emphasized efficiency as the highest good (NT)
- Noted for her objectivity (NT)
- Described as an "automaton" (NT favored)
- Blunt and straightforward speech (T)
- Described as "cool" and "cold" (T)
"Nobody's head is cooler than hers."
- Used direct imperatives, commands and demands rather than giving information (NTJ role directive style)¹⁷⁴
- Was noted for not being a procrastinator (J)
- Thoroughly scheduled out her day in advance (J)
"Daily Log, Seven of Nine, Stardate 51781.2. Today, Ensign Kim and I will conduct a comprehensive diagnostic of the aft sensor array. I have allocated three hours twenty

174 Keirse, 1987

minutes for the task, and an additional seventeen minutes for Ensign Kim's usual conversational digressions. I am scheduled to take a nutritional supplement at fifteen hundred hours, engage in one hour of cardiovascular activity, then I intend to review a text the Doctor recommended entitled "A Christmas Carol." He believes it will have educational value. End log."

- Frowned upon what she termed a "disorganized environment" (J)
- Did not enjoy sharing quarters with a Perceiver (J)

Seven: As a Borg, I was accustomed to cohabitating with thousands of other drones, but I find it significantly more difficult to live with a single human.

Tuvok: In what way?

Seven: Ensign Brooks is negligent. She leaves her equipment lying around the quarters and her clothing on the floor.

Tuvok: Indeed. I have found that most humans are less than meticulous when it comes to their domestic habits.

Seven: Indeed.

- Impassive facial expression, body language (INTJs favored)
- Emphasis on precision, exactitude, perfection (INTJs favored most of all NTs)¹⁷⁵

Evidence Against INTJ

- Disliked being alone, silence (E)

"This drone is small now. Alone. One voice, one mind. The silence is unacceptable. We need the others!"

"So quiet. One voice."

"I am finding it difficult to spend so much time alone. I am unaccustomed to it. The hours do not pass quickly."

- Did not feel the need to obey rules or procedures (INTJs not favored)

"...Here's someone who's butted horns with you from the moment she came on board, who disregards authority and actively disobeys orders when she doesn't agree with them."

There is little doubt about the NTJ aspects of Seven's personality. The real question comes down to whether she is an introvert or an extravert. And here we run into some very interesting problems. Let's first look at why Seven appears to be an introvert; then we'll look at why she has certain extraverted traits.

90% of the time, Seven acts like an introvert. She uses minimal speech, displays muted body language, prefers to avoid socialization, and spends a good deal of time alone. Reserved and aloof, she only talked about herself with reluctance. If we looked simply at the obvious surface traits, it would be clear that she was an introvert.

But then how do we account for Seven's claim that, "I cannot function alone"? As it turns out, this is an aspect of her Borg socialization. The Borg share a collective consciousness where each drone continually sends and receives thoughts from all the other members. (Think of it as having the entire internet whispering in your head all the time, but without funny pictures of cats.) In a sense,

¹⁷⁵ Thorne & Gough, 1991

this is a very extraverted environment, considering that it is essentially a continuous feed of voices beamed directly into one's head. But when a Borg is cut off from the collective, they do not react like a typical extraverted person would. Seven recalled, "Once, when I was a drone, I was separated from the Collective for two hours. I experienced panic and apprehension." Extraverts do not experience panic and fear when left alone, but Seven found that being alone for prolonged periods of time made her feel vulnerable, afraid, weak, detached, isolated, and even unable to survive. Is this true extraversion?

It may not be accurate, but I'm going to say that she is generally an introvert—at least from an audience perspective. From an in-universe perspective, the issue is more cloudy.

Analysis

One of the most interesting analyses you can do on a person is to collect the adjectives used to describe them. Drawing upon various sources, I found the following descriptors for Seven: "Patronizing, proud, competent, arrogant, brilliant, cold, cool, blunt, disdainful, acerbic, distant, haughty, composed, insolent, a challenge to get to know, calm."

Seven was described as "standing perfectly straight" and having "severe hair and outfit."¹⁷⁶ She had little interest in clothing or beauty; her typical clothing was a grey or blue/grey form-fitting outfit that she saw as being the most practical and efficient type of clothing available.¹⁷⁷ (From the producer's perspective, an obvious secondary purpose of her skin tight garb was to maximize the aesthetic appeal of her figure for the male audience.)

Curiously, although humans have an innate understanding of type, they do not seem to realize that it is a built-in trait like being left or right handed. Therefore when people notice a type-based trait (for instance, an INTJ's impassive, detached behavior) they invent an explanation that goes like this: "This person wasn't loved as a child." Of course, writers are more creative: "This person had a head injury that destroyed their capacity for emotion" or "This person is the living embodiment of the north wind, and can feel nothing but icy coldness and longing for solitude."

Or how about those Vulcans? Rationals are more likely to give critique than praise, and they are fairly tight with their appreciation. They are also the temperament most likely to be described as cold and logical. Now note how Perrin (the Vulcan Sarek's second wife) and Picard describe Vulcan tendencies.

Perrin: My husband [Sarek] has taken an interest in your career. He finds it to be satisfactory.

Picard: My word! High praise from a Vulcan.

Perrin: Some people who expect an emotional response often find Vulcans quite cold when they are merely being--

Picard: Logical.

Think how many misunderstandings could be prevented if everyone understood Rationals as well as Captain Picard understood Vulcans.

The fictional explanations for type-based behavior can be quite a bit more interesting than the real explanation. We see numerous examples of this in Seven's case. One writer, having noticed how INTJs fit the popular definition of intelligence and have a large stock of knowledge, came up with an explanation for these traits:

Kim: Is there anything you don't know?

Seven: I was Borg.

¹⁷⁶ Golden, 1998

¹⁷⁷ Golden, 1998

Kim: 'I was Borg.' That's what you always say but what does it mean? You've got the knowledge of ten thousand species in your head?

Seven: Not exactly. Each drone's experiences are processed by the Collective. Only useful information is retained.

Kim: Still, that probably makes you the most intelligent human being alive.

Seven: Probably.

The fact that Seven is portrayed as the intelligent human alive is explained not as a function of her INTJ personality, but as the result of her Borg background.

Then too, there was Seven's straightforwardness. We've already noted in Captain Picard's case how he was quite frank and open with his opponents and allies alike. This is an INTJ trait that Seven shared. She noted, "I am unaccustomed to deception. Among the Borg it was impossible. There were no lies, no secrets..." Again, her Borg background is used as a proxy to explain her type-based behavior.

Of course, as with the extraversion/introversion dilemma, there were occasionally points at which her Borg background differed from her personality type. At one point, she observes, "I am unaccustomed to working in a hierarchy. In the Collective there was no need to ask permission." INTJs are okay with working in a hierarchy; they can tolerate working in institutions like the military and large, bureaucratic corporations at length, whereas other types, such as their INTP cousins, cannot. Interestingly, while Seven often disagreed with orders or disregarded the hierarchy, she came to like the idea of rank. At one point she was given command over a group of *Voyager* crew members for a project. She assigned them numerical designations and organized them into a collective. However, one crew member, Ensign Kim, protested and tried to assert his individuality. Seven swiftly quelled the insurrection:

Seven: You're compromising our productivity. I'm reassigning you to chamber maintenance. Your new designation is Two of Ten.

Kim: Wait a minute, you're demoting me? Since when do the Borg pull rank?

Seven: A Starfleet protocol I adapted. It's most useful.

The Borg may see little need for rank and protocol, but Seven quickly discovered the benefits of top-down hierarchical arrangements—particularly when she could be at the top.

Rehumanization or Pygmalion Project?

After Seven was introduced to *Star Trek: Voyager* in season 4, she became a key part of the show. In children's television shows, the main character learns a lesson in each episode about sharing, being truthful, obeying parents, etc. After Seven was introduced to the cast, many episodes were themed around her learning another aspect of being human, i.e. creativity, spirituality, minding the social graces, etc. Even if the plotline itself had little to do with her, it was an irresistible way for the writers to comment on the human condition.

The ongoing attempts to humanize Seven are amusing in light of the fact that Seven is basically a caricature of an extremely unsocialized INTJ. For instance, all NTs struggle with the issue of small talk. When Seven was first learning to make small talk with two crewmembers, Torres and Kim, her first attempt went like this:

Torres: Have some dinner. The potato salad isn't half bad.

Seven: I do not require nutrition at this time. I would like to talk with you.

Kim: Okay.

Seven: Ensign Kim, what is your place of origin?

Kim: You mean, where am I from? Well, I was born in South Carolina, but I grew up in—
 Seven: Lieutenant Torres, explain why you became a member of the Maquis.
 Torres: It was through Chakotay. I met him. Well, actually, he saved my life—
 Seven: List the sports you play.
 Kim: I've dabbled in quite a few. Tennis, Pareses Squares, but my favourite is volleyball—
 Seven: Specify the foods you find enjoyable.
 Torres: Seven, what is this?

The formula for Seven of Nine humor was to take a typical NT or INTJ trait (i.e. distaste for pointless small talk) and play it to the extreme. Rational audiences enjoy this sort of humor because it reveals the underlying absurdity of so much human behavior. Indeed, the exact same formula was used in *Star Trek: The Next Generation* in the case of Commander Data, an NT android who was trying to learn to be human. Each temperament has its own archetypes; for example, the tale of a duty-bound person learning to loosen up is an SJ archetype. It seems that the tale of a mechanical creature learning to be human is a popular NT archetype.

Of course, as type aficionados, we should be asking ourselves whether Seven's journey to recovery is really a Pygmalion project. Is the message here "Recover your lost humanity" or "Shrug off your INTJ personality and become normalized"? At one point Seven says to Captain Janeway, "I may have come a long way, but not in the direction you think. You've attempted to influence my development. You exposed me to your culture and ideals, *you hoped to shape me in your own image*, but you have failed. You may have noticed our tendency to disagree." [Emphasis mine.] At what point does socialization become an excuse for changing I to E, N to S, T to F, or J to P?

In the book *Seven of Nine*, author Christie Golden has Janeway observe, "...Seven of Nine, late of the Borg, was an attractive woman... But she had always been, to Janeway's mind, like Pygmalion's statue—cold, without the spark of warmth to make her truly human, truly alive."¹⁷⁸ (Because apparently being an INTJ is the same thing as being a cold, lifeless statue.) Does Janeway want to bring Seven back to life, or just make her a little more EF?

The ironic part of this is that no one would have thought Seven's cold personality remarkable if she had been a Vulcan. In contrast to her other relationships, Seven got along fabulously with Tuvok, the ship's ITJ Vulcan head of security. They never had any personal friction because neither one of them was interested in small talk, emotional bonding, or personal sharing of any kind. When they worked together, they simply announced information about the task at hand and the steps they were taking towards reaching the goals. If Seven of Nine had been rescued by Vulcans, she would not have been required to change her habits at all. In fact, they probably would have approved of her logical, non-emotional approach to life.¹⁷⁹ (Of course, the Vulcans are the product of a species-wide Pygmalion project, so maybe this isn't the best example.)

What's So Great About Star Trek?

So why do INTs like Star Trek, anyway? We've already mentioned one reason, namely the fact that the show is crawling with awesome Rational characters and even entire Rational species. There's also the obvious fact that it's sci fi, and Rationals as a group are fascinated with space.

But there is a third reason. Star Trek stories cater specifically to those with intuitive preferences. Listen to how an INTP praised an author that he liked:¹⁸⁰

[In the author's hands] everything becomes great. Even when he is dealing with petty relationships...he

¹⁷⁸ Golden, 1998

¹⁷⁹ Or maybe not; in one episode, Seven does say, "Logic is irrelevant."

¹⁸⁰ Speer, 1976

always aims for the absolute. The dishonoring of a young woman, for example, does not remain limited to the superficial and personal realm, but promptly expands into an ethical problem for all mankind. It strikes me that in the theater it has always been only this tone and this complex of problems that have truly interested me. Unless the scene opened out into a matter of political or humanitarian importance, it would strike me as virtually inconsequential.

An NT does not so much want a drama about *just* a starship crew having adventures. They want the philosophical musings, the ethical dilemmas, the commentary on the human condition. And Star Trek delivers that in spades.

On the other hand, there is another (less kind) explanation for why INTJs love Star Trek: "they have no life." The conventional wisdom goes, "If Star Trek fans had a real social life in the real world, they wouldn't be so obsessed with an imaginary universe."

Actually, the real world overrates itself dramatically. I had a moderately successful social life as a young INTP. I had almost over a hundred Star Trek books, could speak scraps of Klingon, and sewed my own tribble. I would stare up at the stars and long to go to Starfleet Academy. So why did I choose to obsess about Star Trek rather than being satisfied with my moderately successful social life? Shouldn't real life be more than enough for anyone?

A classic short story, *The Enchanted Duplicator*, provides an explanation. The tale follows the allegorical journey of Jophan (Joe Fan) as he leaves the realm of the ordinary on a quest to become a True Fan and publish the perfect fanzine (read [here](#)).¹⁸¹ The opening paragraph describes Jophan's initial experience in the "real world."

ONCE UPON A TIME in the village of Prosaic in the Country of Mundane there lived a youth called Jophan. Now this youth was unhappy, because in all the length and breadth of Mundane there was no other person with whom he could talk as he would like, or who shared the strange longings that from time to time perplexed his mind and which none of the pleasures offered by Mundane could wholly satisfy. Each day as Jophan grew nearer to manhood he felt more strongly that life should have more to offer than had been dreamed of in Mundane, and he took to reading strange books that told of faraway places and other times. But the People of Prosaic mocked him, saying that the things described in his books could never come to pass, and that it was as foolish to think of them as to aspire to climb the great mountains that surrounded the Country of Mundane. ...Jophan believed them, for they seemed older and wiser than he, and tried to put the strange thoughts out of his mind. But he still read the strange books that told of faraway places and other times, and in the long evenings of summer he would go away by himself into the fields and read until nightfall.

Realworlders don't see themselves as living in the Country of Mundane; to them the everyday world seems interesting and fulfilling. Not so to the INTJ. Somehow, someday, they will escape the planet. Until then, there's Star Trek.

181 Willis & Shaw, n.d.

INTJs at Work

Now might be a good time to remind you that the person writing this book has no qualifications to give you advice. A good descriptor of the author would be “Knows just enough to be dangerous.” It is to be hoped that you will not simply take my word for anything, but test it for yourself. Failing to do so could have unpleasant consequences, no?

INTJ Careers

A gentleman named Holland came up with a model to describe the different groups of occupations that jobs fall into. This model, now widely used, is described by the acronym RIASEC, which stands for Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. Briefly, these categories are as follows:

1. **Realistic** – Hands on jobs without a lot of paperwork. Construction, maintenance, working with animals or plants, outdoor work, tool use, etc.
2. **Investigative** – Researching, problem solving, analyzing complex issues, scientific pursuits. Engineering, statistics, programming, modeling, etc.
3. **Artistic** – Appreciation, consumption, or production of music, dance, writing, art. Artistic, creative, design-oriented.
4. **Social** – Oriented towards helping others or meeting their needs. Social workers, teachers, ministers, counselors, nurses. People-focused.
5. **Enterprising** – Goal oriented; the emphasis is on marketing, raising money, persuading investors, taking risks for rewards, setting team goals, and leading others. Entrepreneurs, lobbyists, recruiters, managers.
6. **Conventional** - Detail oriented. Working at a computer with standard software (Word, Excel, PowerPoint, Access), dealing with paperwork and files, balancing the books, following standard procedures to complete a task, desk work.

But Holland didn't stop at defining categories. He asked himself, “Suppose you have a person that is good at Conventional work, but hates it? Or suppose you have a person who is confident in their ability to perform Realistic work, but doesn't actually perform it very often?”

So he defined three different ways of looking at the categories. You can be “confident” in an area, and/or you can “perform” it frequently, and/or you can “like” it. So we could say that a person is confident in their ability to do Realistic work, but does not often perform it, though they like it.

A study compared type and occupational preferences to determine which work areas were most favored by each type.¹⁸² INTJs tended to be *confident* in their ability to do Investigative and Conventional jobs, but they were only likely to *perform* Investigative jobs. This was fortunate, because they also tended to *like* Investigative jobs the most.

INTJs are the type that least likes Realistic work, with only 63.7% liking it compared to the average of 73.3%. Curiously, INTPs are the type that most likes Realistic work, with 83.9% favoring it. This fact can be helpful in differentiating the two types, though it must be noted that the majority of both types like Realistic work.

INTJs are furthermore the type that feels most confident in their ability to do Conventional work, with 61.5% of INTJs being confident in this area. (The average is 37.4%; ISFPs are the least confident in this area at 22.6%.)

Now that you know the RIASEC categories that INTJs fall into, you can go occupation shopping online. There are extensive lists detailing the favorite occupations for each of the six areas. Note, however, that your individual RIASEC preferences are unique; the above is simply a generalized set of preferences for an “average” INTJ. If you want to find out more, you can take a test (i.e. the Strong Interest Inventory); it will give you your individual RIASEC preferences. There are also a number of type-based assessment groups that can give you both your MBTI type and your RIASEC preferences combined into one report.

Preferred Work Environments

A study found that INTJs were the type that cared least about the working environment characteristic “Makes jobs simple.”¹⁸³ In fact, only 17.2% of INTJs indicated that they liked a simple work environment. Instead, more than 80% of the sample favored the characteristics “Variety of tasks,” “Clear structure,” and “Independence and achievement.” Notably, INTJs were among the top four types that liked “Variety of tasks,” probably because a variety of tasks means a variety of areas to practice and achieve mastery in. More variety also implies a concomitant level of complexity, which all Rationals love.

Since INTJs are the most future-oriented type,¹⁸⁴ it perhaps comes as no surprise that the thing which dissatisfied them most about their jobs was lack of future opportunities.¹⁸⁵ They also gave the highest percentage of “Very Dissatisfied” responses to the work aspect “Opportunities for promotion.” It would appear that INTJs require more open rungs and a higher ladder than other types. To a much lesser extent, INTJs were also dissatisfied with “Job Security.”

INTJs are unique among the Rationals in their preferred job characteristics. For ENTJs, ENTPs, and INTPs, the job trait “international opportunities” was favored by over 50% of each type—but not by the INTJs. Similarly, all the NTs save for the INTJs liked “Advancement/pay, not security.”

182 Myers, McCaulley, Quenk & Hammer, 1998

183 Myers, McCaulley, Quenk & Hammer, 1998

184 Harrison & Lawrence, 1985

185 Myers, McCaulley, Quenk & Hammer, 1998

Small Business Ownership

INTJs are probably one of the types most likely to own a small business. In a sample of 443 people, it was found that 5.19% (23 total) were male INTJs and 4.88% (4 total) were female INTJs.¹⁸⁶ For both males and females, this placed them among the top four types most likely to own a small business, which is consistent with the fact that they are one of the four TJ leadership types. However, we have to be a bit cautious about these results, because a.) they were not statistically significant, unlike the results for the other TJ types, and b.) they were collected in 1997 before everyone could be an internet entrepreneur. Actually, considering that INTJs are one of the most computer savvy types, it wouldn't surprise me to find that INTJ entrepreneurship has increased since then.

Interviewing Issues

Thorne and Gough (1991) did a study where non-type-savvy observers interviewed people of various types. The interviewers picked characteristics that described the person's comportment during the interview from a list. (Note that I did not include characteristics which are clearly not indicative of typical INTJ behavior, i.e. interviewers described male intuitives as having animated facial expressions.)

- Male introverts seemed anxious, unsure of themselves and were perceived by interviewers as doubting their own abilities.
- Female introverts were seen as calm but reticent.
- Male intuitives were described as having poor posture and an unimpressive bearing, but possessing a large vocabulary.
- Female intuitives were described as nervous, fidgety, clumsy, and awkward. Interviewers also noted that they were likely to ask questions during the interview.
- Thinking males seemed poised and gave the impression of having a stable, optimistic view of the future. However, interviewers also thought that although the interviewees seemed cooperative on the surface, they were actually being evasive.
- Thinking females were described as having poor posture, an unimpressive bearing, facial blemishes, terse and to the point speech, difficult to understand speech, and poor enunciation. (Owch.)

This suggests a few areas for improvement, doesn't it? Unfortunately, a lot of this stuff is in the interviewer's head (are we really to believe that being a Thinking female causes facial blemishes?) and there's not much you can do about it. Still, a few of these factors can be mitigated with proper planning. In short, sit up straight, act confident, and don't fidget.

One other thing of interest is that sometimes employers selectively hire people with their own personality type. If you can figure out your interviewer's personality type at the start of the interview, you can adapt yourself to speak their language. I recommend the type book *The Art of SpeedReading People: How to Size People Up and Speak Their Language* by Tieger and Barron-Tieger.

186 Hammer in Myers, McCaulley, Quenk & Hammer, 1998

Work Related Miscellanea

E-mail

Introverts enjoy e-mail and other asynchronous communication systems because it allows them to formulate their thoughts before speaking. An INTJ usually prefers to send an e-mail rather than have a meeting if time permits.

Judgers and Perceivers deal with task-related e-mails differently. Both groups tend to use their inbox as a to-do list for e-mails. But researchers found that while the Judgers either deleted or filed their e-mails away when they were done with the task in question, the Perceivers just left them in their inboxes--sometimes for a few more days, sometimes for more than a year (read [here](#)).¹⁸⁷

HR

INTJs are the type fifth most likely to work in an HR department.¹⁸⁸ A survey of 380 HR personnel found the following percentages of each type:

ESTJ	11.84%
ENTJ	11.32%
ISTJ	10.00%
ENFP	9.47%
INTJ	8.68%
ENTP	8.68%
ENFJ	7.37%
INTP	7.11%
INFP	6.58%
ESFJ	5.79%
ISFJ	3.95%
ESFP	2.89%
INFJ	2.37%
ISTP	1.84%
ESTP	1.32%
ISFP	0.79%

The death glare must come in handy for INTJs working in this field.

¹⁸⁷ Ludford & Terveen, 2003

¹⁸⁸ Myers, McCaulley, Quenk & Hammer, 1998

INTJs and the Intellect

I.Q. Testing and Type

Many people avoid discussing the relationship between type and I.Q. because they assume that people can't deal with the truth. Unfortunately, the silence of the experts has led to rampant speculation instead of fact-based discussion. The internet is full of arrogant type bigots (see Appendix 2) and people with crushed self esteem who either believe their type is particularly smart or particularly dumb. However, they are both wrong.

We do not know if type is related to intelligence. However, type is related to your ability to score high on an I.Q., SAT, or ACT test. Here's the rub: intelligence is not precisely the same thing as a high I.Q. score.

You probably think I'm just being politically correct, but no, I'm a Rational. Are we known for that? Let's get real here: it may still be unknown whether type is related to intelligence, but you can use an I.Q. test instead of the Myers-Briggs to figure out a person's type preferences. I.Q. tests measure abstract reasoning skill (Intuition), the ability to solve problems alone and silently within your head (Introversion), the ability to think objectively about non-people oriented problems (Thinking), flexibility in solving never-before-seen problems (Perceiving), and the ability to work swiftly (N—I'll explain later). There is nothing new here; all of this is predicted by type theory.

And indeed, the more of those preferences you have, the higher your score on an aptitude test (SAT, ACT, I.Q., etc.) is likely to be. Introverts tend to do better than Extraverts. Intuitives tend to do better than Sensors. Thinkers are slightly preferred over Feelers. Perceivers have an advantage over Judgers. These are average trends, of course, but they all add up to a clear ranking based on personality characteristics.

For this reason, INTPs are predicted to do the best of all types on I.Q. tests,¹⁸⁹ with INTJs and ENTPs right behind. Does this mean they actually are more intelligent than average? We don't know. And in fact, studies of type and I.Q. have produced variable results, which we will look into shortly. Furthermore, while INTPs are *predicted* to do best on aptitude tests (this means all general ability tests such as the SAT, ACT, etc. not just I.Q. tests), a survey of studies *actually* found that INTJs scored slightly better than INTPs, though in general Perceivers did outscore Judgers.¹⁹⁰

So, things are complicated. What we do know is that the very format of an aptitude or I.Q. test introduces confounding factors that tend to give types with I, N, T or P preferences a leg up on everybody else. Not to say that I.Q. tests are completely worthless, but there are strong type-based biases that may result in junk data. (Remember the Lego man test? Can you imagine how the parameters of that test could be tweaked to prove that one type or another was the "most intelligent"?)

Let's take Mozart, the Artisan child prodigy who couldn't have looked less like Einstein, the INTP paragon of our cultural definition of intelligence. Mozart was a frighteningly brilliant guy, but his brilliance would have been shortchanged by our current I.Q. tests, which measure type as well as genuine intelligence. In fact, type strongly determines how intelligence is expressed. An Artisan genius won't work math problems; they will make music. An Idealist genius won't do shop work; they will write literature. Mozart may have been able to compose original music at age 5, but that

189 Myers, McCaulley, Quenk & Hammer, 1998

190 Myers, McCaulley, Quenk & Hammer, 1998

doesn't make him "smart" by our Einsteinian cultural stereotypes. Yet Mozart clearly had a unique, powerful Artisan mind.

Keirsey (1998) has speculated that there are four kinds of intelligence: the Artisan tactical intellect, the Idealist diplomatic intellect, the Guardian logistical intellect, and the Rational strategic intellect. I'll cover these briefly so that we can contrast INTJ intelligence with the intelligences possessed by other types.

Artisan Tactical Intelligence

The Artisan's tactical intellect is the kind embodied by Mozart. Our culture values musical expression, and those who compose music and play it exceptionally well "count" as geniuses. But consider another Artisan genius who takes up wood carving instead of the piano. At a young age, our hypothetical genius might be turning out exquisite masterpieces that will one day set the tone for the entire field of wood carving. He or she may develop new carving techniques, create new styles, and shatter traditional conceptions of what wood carving is supposed to be. But this Artisan doesn't count as a "real" genius because their area of talent is not recognized as a valid intellectual expression by our culture. If you were to ask this genius whether they are smart, they will laugh and freely admit, "Nah, I was one of dumb kids. Always hated school. Now I just carve wood." This Mozart will die in relative obscurity, unrecognized for his contributions.

And what of the Artisan prodigy who flies airplanes, operates power tools, entertains crowds, plays sports, or performs any number of concrete activities in an exceptional, ground-breaking way? Artisan geniuses find math and reading a bore--they would rather experience a book than read one. The fruits of the Artisan's genius are not a new equation, but a stunning physical performance—sailing around the world; developing new combat techniques for a squadron of airplanes; jury-rigging a clever modification onto an existing tool; breaking a physical record; negotiating an international treaty; becoming a martial arts master; or creating a riveting dramatic performance. But only the musical Artisans will be counted as *true* geniuses.

Can Artisan intelligence be measured on a test? Partially. One Artisan musical prodigy, a very probable ESTP, had her intelligence measured at 116.6 (superior, but not by much) using the Binet test.¹⁹¹ It was interesting to note which sections of the test she performed well or poorly on. The researchers noted, "The performance on the whole is, in terms of I.Q., the poorest of any of the superiors. The tests requiring vivid imagery and puzzle solving ability are performed best... Vocabulary tests and tests requiring verbal fluency, refined meanings, abstract judgment and interpretation are performed most poorly..."

Abstract thinking, the accumulation of a large pool of carefully-defined vocabulary words (usually acquired through reading), and the interpretation of meanings do not interest the concrete Artisans, who have no interest in reading or symbolic interpretations. On the other hand, "vivid imagery" and "puzzle solving" (i.e., questions like, "What time would it be if I switched the big and little hands of a clock?" or "If I folded a piece of paper over two times and cut a hole into it, how many holes would there be if I unfolded it?") are something like real-life, concrete problems that deal with actual physical objects.

Also of interest is the fact that the ESTP's performance in the Simple Addition section was exceptional; success in this section requires "ability in the distribution of attention in a sustained, continuous, rapid performance." The researchers suggested that this talent may lie at the heart of the prodigy's ability to play the piano extremely well. There was also a construction puzzle that

191 Root, 1921

required the arrangement of (real) colored blocks within a frame; here too, the ESTP exhibited exceptional ability. Note that this puzzle required the manipulation of real, physical objects; Artisans are the master tool users. In many areas the ESTP was also *faster* than average in comparison to her peers—the Artisans are good at speed, though they necessarily sacrifice something in terms of accuracy.

What can we say? Clearly this particular intelligence test does measure *some* aspects of Artisan intelligence; but in the main it does not. If concrete questions were asked, or if real, physical objects were used, or if speed was weighted higher than accuracy, then she would excel. Her I.Q. would seem to “rise” whereas those of other types would seem to “fall”—thus proving that ESTPs are particularly intelligent. You see the problem. It's all about what questions you ask.

As you may have guessed by now, Keirsey (1998) does not agree with the general definition of intelligence as “abstract reasoning skill” as measured by tests like the one above.

Idealist Diplomatic Intelligence

One eight year old INF child with an I.Q. of 188 (as measured by the Stanford-Binet) was discovered to have basic math skills equivalent to those of a fifth grader. Her skills in poetic appreciation, however, were equivalent to those of a college sophomore.¹⁹²

Intelligence typically expresses itself through type preferences. Unquestionably this child was exceptional, but she did not use her gift for math or science; rather, she intended to take up a literary career.

Idealists express their intelligence through the skillful treatment of people and meanings. Their gift for people-handling expresses itself in defusing conflict, bringing out the potential in others, building healthy relationships and helping people grow. Idealists are also the masters of meanings; they direct their minds to the creation and interpretation of poetry, literature and (symbolic) arts. Their work combines deep insight into human nature with moral, and perhaps religious, thought.

Note that Idealist intelligence is not the same thing as “emotional intelligence” or EQ. It is true that ENFPs and ENFJs tend to get high scores on EQ, but in fact ENTJs and ESTJs get even higher scores, while INFPs get very very low scores.¹⁹³ Introverted Idealists prefer to direct their people skills towards a select few, or perhaps only one, person. By contrast, EQ focuses on extraverted relationship skills. The skills possessed by the one-on-one counselor or mentor are different.

Guardian Logistical Intelligence

The Guardians’ intelligence is the type most alien to the Rationals, and the kind that most defies any conventional definition. Guardians are not known for being highly creative, imaginative or visionary, like the Rationals and Idealists, nor are they are not known for creating great works of art or performing stunning physical accomplishments, like the Artisans.

Perhaps the phrase that best captures Guardian intelligence is “a genius for organization.” Guardians direct their intelligence towards the husbandry of materials, people, money, etc. They apply their skills most effectively towards increasing the *scale* of their domain, or towards increasing the reliability or safety of an existing organization/area/idea. They fortify; they defend; they protect. They will seldom use their intelligence to come up with new, unconventional ideas, but rather to make skillful application of already-existing ones. Indeed, for the Guardians,

¹⁹² Hollingworth, 1942

¹⁹³ Thomson in Reinhold, n.d.

creativity often takes the form of *restoration* rather than creation.

Safer/bigger, not different, is the goal of an intelligent Guardian, and security rather than improvement is the prize sought after. The Guardian directs their attention towards multiplying and safeguarding their resources by making wise, careful investments; forestalling threats, and constantly maintaining and monitoring their domain.

Myers and Myers (1980) offer additional insight into the intelligence of Guardians. (It should be noted that while the authors were supposedly discussing the intelligence of all Sensors, in reality they seem to have focused mainly upon the SJs. All the intelligence-related examples they gave were for SJs, and they noted that most Sensors are Judgers. They also divided the Sensors up into the SF and ST categories rather than SP and SJ categories used later by Keirsey and also in this book. Considering all of this, I have decided to deal with their results as if they applied mainly to SJs.)

One of the most salient points that emerged was that Guardians seem to get higher scores on intelligence tests when they *rush themselves*. Guardians care very much about “making sure,” which means reading a question multiple times, double checking their work, and choosing slower but more certain methods. But many intelligence tests are timed; this puts an immediate penalty on the SJs because they cannot answer as many questions. Whereas the Artisan’s style of intelligence is fast but error-prone, the Guardian’s style of intelligence is more accurate, but slower. (Painstaking accuracy and “soundness of understanding” are the Guardian’s strengths.)

What kind of difference does this make in terms of scores? In the example that Myers and Myers gave, an ISFJ got a score 10 points higher on an IQ test after she stopped reading the questions multiple times before answering. (In case you’re wondering, the ISFJ took a parallel form of the test; it wasn’t the same one over again.)

If we were to create an intelligence test that is fair to Guardians, it should be untimed and emphasize accuracy. It should be a “power” test rather than a “speed” test. Note that there *are* Guardians that achieve truly exceptional scores on I.Q. tests. Like the Artisans, they accomplish this in spite of the test structure rather than because of it.

Rational Strategic Intelligence

Rationals have the type of intelligence that is popularly recognized as such. They excel in science and math; they solve abstract problems; they design complex systems, they create long range strategies, they focus on accumulating knowledge and building theories. We will examine the manifestations of this intelligence in INTJ geniuses shortly.

The Value of I.Q. Tests, Continued

Despite the problems that intelligence tests present for Guardians and Artisans, I.Q. tests do accurately measure intelligence for certain types--mainly INs and ENPs, and to a lesser extent all Intuitives. For Introverted Intuitives and ENPs alone, an I.Q. test is more or less fair, and can be put to valid use for comparative purposes. An INTJ with an I.Q. of 150 is really smarter than an INTJ with an I.Q. of 140, provided that both INTJs have the same levels of Introversion, Intuition, Thinking, and Judging rather than being borderline on one of the preferences. But an I.Q. test cannot tell you whether an INTJ with an I.Q. of 150 is smarter than an ESFP with an I.Q. of 140, because the inherent bias of the test renders the data invalid for ESFPs. Essentially, most Sensing types cannot be tested because the confounding factors are too strong to permit real intertype

comparisons. In fact, I would go so far as to say that I.Q. tests do not even constitute valid data on intelligence for most non-INTJs, though there are ENP types that also score very highly.

You're probably curious as to where INTJs fall in the I.Q. ranking. Three out of four factors are in their favor, so they should be one of the highest ranked types.

Three I.Q. studies have placed INTJs at 1st, 2nd, and tied for 3rd place in terms of being the highest scoring type.¹⁹⁴ This is close to what we would expect based on our hypothesis above—a nearly top-ranked score. The amount of variability is normal.

Laying aside I.Q. tests, let's examine aptitude tests, which include I.Q. tests as well as the SAT, ACT, etc. A survey of studies found that INTJs are the type that scores most highly on aptitude tests, followed by the INTPs.¹⁹⁵

Remember that no two INTJs are alike in terms of either type, ability or intelligence. The discussion above is of averages and generalities; you may be above or below average compared to the rest of your type.

Giftedness

Intelligence is one thing, giftedness is another. It is true that all types have their own unique gifts to offer, but some gifts are rarer than others and the laws of economics push the value of those gifts up. Gifted programs serve primarily certain types whose scientific and poetic contributions to the human race are particularly prized. The contributions of other intelligent types are appreciated through other programs, though such programs are not associated with a label that actually denotes intelligence.

Sak (2004) did a “study of studies” in which he agglomerated the results of 14 separate studies on type and giftedness and analyzed the combined sample of 5,723 gifted 6th - 12th graders. The results showed a trend towards NP, with 50% of the sample consisting of INFPs, INTPs, ENFPs, and ENTPs. Indeed, ~60% of the gifted sample was perceiving, while ~70% was intuitive. The sample was also more introverted and thinking than would be expected in comparison to a normal group of high schoolers. Despite the slight predominance of perceivers, INTJs nevertheless ranked highly. As can be seen in the chart below, the most important factor in being considered for the gifted label is IN, then T, then P.

The representation of types within the combined gifted sample was as follows:

INTP	3.53 times as many as would be expected.
INTJ	2.87 "
INFP	2.68
INFJ	2.67
ENTP	2.32
ENFP	2.03
ENTJ	1.49
ENFJ	1.26
ISTJ	0.98
ISTP	0.78
ESFP	0.60
ISFP	0.39

194 McCaulley & Kainz; McCaulley & Natter; Myers & McCaulley in Myers, McCaulley, Quenk & Hammer, 1998

195 Myers, McCaulley, Quenk & Hammer, 1998

ESTP 0.49
ISFJ 0.40
ESTJ 0.26
ESFJ 0.24

As a cautionary note, there is some test bias at work here: aptitude tests are often used for admission purposes into gifted programs.

Discussion

Among the gifted students, the math-gifted group was high in Thinking, while the verbally-gifted group was high in Intuition. (Remember how reading increases with intuition?) Gifted females were more extraverted and feeling than gifted males. Gifted males favored perceiving more than gifted females.

The high prevalence of INs in this population creates an interesting effect: the very definition of giftedness has evolved to describe certain groups of personalities, including the INTJ personality. (More generally, the definition has molded itself to the NT/NF temperaments. One sees the latter temperament's influence in definitions that emphasize the "sensitivity" of the gifted.) Because giftedness is a personality phenomenon as much as an intelligence phenomenon, all INTJs are to some extent "gifted"--sheerly because of the way the term has become defined.

This presents some interesting opportunities. For example, studies of the best educational methods for gifted students can teach us about the ways INTJs would prefer to be educated, regardless of whether the INTJ in question is gifted or not. It would be interesting to review the literature, reading in "INTJ" for "gifted."

Types of Reasoning

Another study (read [here](#)) of 4,758 (3,720 male, 819 female) job applicants who were tested by an assessment center revealed that I, N, T, and P traits led to the best performance on an intelligence test. In this case, the test was the Critical Reasoning Test Battery 2, a timed 28 minute long test. The Jung Type Indicator (JTI) was used rather than the MBTI. What's the difference? The Jung Type Indicator (JTI) is not quite the same test as the MBTI in the same sense that the Keirsey Temperament Sorter isn't quite the same test as the MBTI. However, the JTI is extremely well correlated with the MBTI and can be considered an acceptable "brand X" version. So there actually isn't a real difference.

One of the findings that I found interesting was that I, T, and P traits tended to correlate with higher scores on numerical, verbal, and abstract reasoning, but N improved *only* verbal reasoning. Verbal reasoning was a measurement of "basic vocabulary, verbal fluency, and the ability to reason using words." On one level this isn't surprising, given that increasing intuition is correlated with increasing reading, which naturally results in a larger vocabulary. On the other hand, it's odd that intuition wasn't correlated with abstract reasoning, since intuition by its very nature favors the abstract. It may be that we are looking at two differing definitions of the word "abstract" here.

Page 9 of this study also provides a painful yet amusing example of type bias, namely the theory that "Judgers have to learn to be organized because they're not smart enough to get by without it, like perceivers are." Considering that there are numerous examples of judging geniuses, I find this theory to be rather dubious.

Crystallized and Fluid Intelligence

The Kaufman Adolescent and Adult Intelligence Test (KAIT) introduces the concepts of fluid, crystallized, and composite intelligence. In brief, crystallized intelligence is the knowledge that a person has accumulated throughout their lifespan. This means that a person who goes to college, reads lots of books, etc. is probably going to have more crystallized intelligence than a person who spends all their time staring at a wall. Fluid intelligence, by contrast, is the ability to solve problems without the help of a preexisting knowledge base. A person who spends all their time staring at a wall can still have more fluid intelligence than a person with a college degree.

1,297 people of various ages and sexes took the KAIT. INs tended to do the best overall, followed by ENs, then ISs, then ESs.¹⁹⁶ Intuition, however, was the real determinant of how well one scored on this test—a finding that has oft been repeated in scientific literature. This likely hearkens back to the tendency to define intelligence as "*abstract* reasoning skill."

One additional, intriguing finding was that the participants in the study (who ranged from teenagers to octogenarians) tended to become more Judging as they aged. It would seem that people tend to place more value on regular routines as they grow older. The E/I, S/N, and T/F functions were not affected by aging.

INTJ Geniuses

One of the best ways to differentiate between type and intelligence is to study extremely intelligent people of a particular type. Oftentimes, people mistakenly point to manifestations of type as being due to "genius" when they are actually very ordinary characteristics of type. For example, a researcher may observe an INTJ genius reading the encyclopedia for fun and attribute this behavior to high intelligence. In reality, INTJs of all intelligence levels have a thirst for knowledge, though in our modern times the encyclopedia has been replaced by Wikipedia. The genius' intelligence does allow them to imbibe knowledge more quickly and retain it more easily than for ordinary INTJs, but the unending desire for information comes from type, not genius. Indeed, geniuses of other types may have no interest whatsoever in reading or science.

As we shall see, there isn't much difference between the behaviors of geniuses and those of average members of the type. INTJ geniuses are not so much different as better. Indeed, above-average INTJs may find that some of the problems which INTJ geniuses struggle with are the same ones that they themselves struggle with, only magnified into dramatic proportions. By studying these outliers, we can learn quite a bit about the problems faced by average INTJs.

In this section, we'll review the traits of two individuals with genius IQs whom I believe to be INTJs. At the time their cases were reviewed, neither had achieved fame or made a significant contribution to science. Nevertheless, their stories are interesting because they illustrate the manifestations of high intelligence as expressed through the INTJ personality.

Note that an IQ of 100 +/- 15, is considered average. An IQ over 180 is found in something like 1-3 people in a million. Both children (C and L) were first described by Leta Stetter Hollingworth in 1942.

196 Kaufman, McLean & Lincoln, 1996

Child C – IQ Unmeasurable (As tested by the Stanford-Binet, 1920s version)

Evidence for INTJ

- Did not like to play with other children (I)
- Was rated average or below average for "fondness for large groups" (I favored, or at least not contradicted.)
- Favorite pastime was reading (IN favored most; more N = more reading. Reading is also a solitary pastime, indicating I.)
- Described as "not very tactful in human relationships" (INTs favored most of all types)
- Had encyclopedic knowledge (INTs favored most)
- Favorite hobbies were "studying, general reading, sedentary games, playing alone." (INTs favored most.)
- Thought that science would be the most interesting job, particularly astronomy. (NT)
- C enjoyed reading "encyclopedias, biography, current events, and history." (If a child enjoys reading the encyclopedia, it's a very good bet they're an NT.)
- Tended to use long words (NT favored most)
- Not shy about correcting others' shortcomings and errors (NT favored)
- Was elected as a class monitor by other genius-level children, who agreed that "C is just; C can make us behave." (Emphasis on justice/enforcement argues for T more than F)
- One of the virtues he was consistently praised for was "reliability" (J favored over P)
- Received high ratings for "prudence and forethought," "perseverance" and "conscientiousness." (J favored over P)
- Earned perfect grades (Academic success favors INTJ over INTP)¹⁹⁷
- Decided what he would do for a living at age 9, and *did* go into that profession (INTJs are the most future-orientated type.¹⁹⁸ The long term planning and follow through is also suggestive.)
- "He is a stickler for the exact; no statement is right unless it is exactly right." (Fits INTJs best of the Rationals, or ISTJ best of the Guardians.)¹⁹⁹

Evidence against INTJ

- Although interested in science/astronomy, C decided to become a medical doctor instead. His 9 year old reasoning was as follows: "Because a man does not care much for a blazing star a million miles away if his wife is sick. Anyone cares more for a *person* two feet away than for a *thing* a trillion miles away." (Although C is right that "anyone" cares more about people than stars, this sentiment could also be taken as an argument that C is a Feeler.)
- Best liked subject was English Literature; C also considered it the easiest subject (Argues most for NF)

197 Myers, McCaulley, Quenk & Hammer, 1998

198 Harrison & Lawrence, 1985

199 Thorne & Gough, 1991

Discussion

It has been pretty well proven that intelligence (like type) is hereditary. Sometimes, however, it seems to spring out of thin air. This was the case for Child C, whose gifts seemed to have no precedent in his ancestry. (I couldn't say what his parents' types were.)

Child C's I.Q. was measured at 188-190 when he was 9. Later, at 11 years, 10 months, he took the Stanford-Binet again and this time it was revealed that his intelligence could no longer be measured by the test. (None the questions available were difficult enough to assess the upper limit of his intelligence because he could answer them all correctly. This means that his intelligence exceeded the maximum measurement capacity of the testing instrument.)

C's intelligence appeared rapidly and early. At the age of 1 year, 2 months, C began to walk; one month later he began to talk "fluently." He began learning to read "almost as soon as he talked." By age 3 he was reading "simple matter." None of this, however, seems to have suggested anything out of the ordinary to his parents. Geniuses are actually rather difficult to spot.

C was put into first grade when he was 6 years old. He remained in elementary school until he was nine, the sole concession to his intelligence being that that he was bumped ahead a single grade. He received perfect grades, but his teachers considered him to be a peculiar child, and he was unhappy. At this point C was given an I.Q. test and it was discovered that he had the mental age of a superior adult. C was then transferred to a special school for people with really high IQ.

Believe it or not, the fact that C got excellent grades is a good marker for Judging. One might think, "Oh, he's a genius. Of course he always gets straight As." Actually, being a Judger matters more than being a genius when it comes to grades. Perceiving geniuses are content to get Bs and Cs; they *could* do better, but they just don't see the point. This is a general rule, as everything in this book is; as we shall see, Isaac Newton's grades were mediocre.

Here is an interesting phenomenon. When very intelligent people are kept in an environment without intellectual peers, they find it easy to be the best and come to expect it. For instance, a student who leads the class throughout elementary and high school may be surprised when they enter college or an honors course and do not receive the best grade on the test for the first time in their lives. For C, the moment came when he entered his new school:

Soon after C entered the Special Opportunity Class for gifted children, another boy equaled him in an assignment and put out his hand to C, saying cordially, "Let's shake." C had never had the experience of being equaled by a fellow pupil and he turned away, refusing to shake hands. However, he has now learned to react most cordially to those who equal him, though he bitterly dislikes to be equaled or passed in mental work.

For an INTJ, who values competency and strives for best possible performance, the bite of so-called mediocrity may be especially keen, despite the fact that said "mediocrity" would be considered excellent by any other standard. Like C, they will quickly learn to adapt to the experience, but the sting may never quite wear off. After all, who doesn't want to be first?

NTs value exactitude in language. They dislike the inaccuracies inherent in generalizations, and are often unwilling to gloss over the complexities of a subject. Needless to say, when NTs notice others making incorrect statements, they feel a strong urge to correct such inaccuracies. But this tendency may make them unpopular. Hollingworth observed of C that, "He is a stickler for the exact; no statement is right unless it is exactly right. It is easy to see how this trait might antagonize average children of C's age, and even teachers and others in authority." During 7th or 8th grade I was acquainted with an NT who had this trait in abundance, but was otherwise a pleasant, polite young man. Sad to say, his classmates—including those in his gifted class—were so irked by this

"antagonistic" trait that they decided to mock and disparage him constantly to teach him a lesson. The last I saw of him, he was an angry person who bitterly defied a teacher in front of the rest of the class. People do not like having their errors corrected.

C passed without difficulty through college and went on to earn an M.D. He does not appear to have had any further difficulties with the school system.

Child L – IQ 199 (As tested by the Stanford-Binet, Form L)

Evidence for INTJ

- A personality test found that he "tends to be alone," "solitary," "independent," and "non-social" (I)
- Disliked the thought of occupations that required him to deal with large groups of people (I)
- Favorite pastimes were reading, chess, and checkers (NTs like chess the most of all temperaments, and reading is a good marker for IN, emphasis on the N.)
- Had the childhood nickname "Professor" (Suggests NT)
- Possessed encyclopedic knowledge, continually thirsty for more (NT)
- Fondness for science and "greatly interested" in mathematics (NT favored most)
- Deduced trigonometric principles before they were taught in class (NT favored most)
- A personality test found that he rarely asked for sympathy or encouragement (ITs probably favored most)
- Tended to ignore advice of others (INTs are known for this)
- A personality test found that L tended to dominate in face-to-face situations (TJ dominance, but ETJ favored more than ITJ)
- Received excellent grades (J favored over P)
- Wanted most to become a college mathematics professor (INTJ probably favored most; the Judging to Perceiving ratio of professors is 2:1)²⁰⁰
- A personality test found that L "rarely substituted daydreaming for action" (INTJ favored over INTP, but this could also be an excellent argument for any number of deed-oriented rather than mind-oriented types, i.e. ESTP, ESTJ, etc. Even the ENTs would be a better fit for this than the INTs.)
- Described as wholesomely self confident (INTJs favored over INTPs)

Arguments Against INTJ

- A personality test found that L was "independent" (INTPs and a few other personalities favored most,²⁰¹ but this trait is also more characteristic of INTJs than of the rest of the population.)

Admittedly the case for INTJ over INTP is rather weak, but I am confident enough that L is an INTJ that I have included him anyway.

Discussion

Unlike child C, who had no particularly gifted relatives, child L had a veritable slew of talented professionals in his ancestry: an architect, two rabbis, a physician, a writer and a mathematics

200 DiTibeiro; Sears, Kennedy, & Kaye in Beckham 2012

201 Myers, McCaulley, Quenk & Hammer, 1998

professor were among his immediate relatives. This backdrop seems to be beneficial to C; he never had to attend school with regular children, but was immediately identified as having a high IQ and placed in a special school for the gifted. His parents seem to have provided many learning tools for him.

L began to talk at 9 months, a little earlier than C, but he did not walk until 15 months. Hollingworth notes that "He learned to read at 4 years." Evidently the developmental rate of young INTJ geniuses is variable.

One of the things that was noted about L during a test was that, "When difficult items were presented, he frankly admitted that he could not respond accurately." Rather than trying to make a guess and chancing that it might be incorrect, L preferred to admit that he didn't know. Making a guess and being wrong is generally more painful to a Rational than stating that they lack the knowledge to answer accurately. A wrong answer is more distasteful than an honest blank one. This policy can hurt NTs on multiple choice tests.

There is some evidence that L was a stickler for accuracy, though apparently not in such a way as to bother others: "Throughout the test he indicated a genuine desire to be as accurate as possible." He also had a "passion for scholarly accuracy and thoroughness." This meticulous desire for correctness is more characteristic of INTJs than of any other NT type.

INTJs are lifelong learners, and information is their life's blood. L provides an excellent example of this trait: "L has acquired a wealth of information. We can be sure of one thing—no matter where this boy attends school, no matter what the teaching devices are, he will always learn new facts and instruct himself. Such intellectual curiosity as this boy possesses will always be satisfied because of his own drive to acquire both information and skills." Whatever their intelligence level, an INTJ will always be driven to build their skills and exercise their mind. The instinct is as natural and deeply rooted as a cat's desire to claw furniture.

INTJs seem comparatively less attracted to physical games and team sports in comparison to other types. Indeed, they may prefer to play video games instead, leading well-meaning adults to suggest, "Why don't you go play outside?" Child L eloquently explained why he didn't play outside: "Not because I do not want to play outdoors but because I lack the time and the companions. My favorite sport is swimming because it is both enjoyable and good exercise... I very seldom take part in any organized athletic games except baseball for two reasons: first, I don't like to be disciplined and, second, I do not like games where a person's brawn is more important than a person's wit." ENTPs are the Rational type that most likes sports;²⁰² it may be that INTJs are the Rational type that least likes them.

L's hobbies and games were primarily focused on the NT joys of learning and skill-building. He enjoyed "making model airplanes, doing science experiments at home, reading, using the microscope, collecting early American money and stamps" and hydroponics. Yeah, he had cool parents. He would also do extra work for the benefit of his class: "He was often allowed to lecture (for as long as an hour) on some special topic, such as the history of timepieces, ancient theories of engine construction, mathematics, and history. He constructed out of odds and ends (typewriter ribbon spools, for example) a homemade clock of the pendular type to illustrate some of the principles of chronometry..." Considering that he was only 9 – 12 years old at this point, his accomplishments and interest in learning are remarkable.

Rational children often strike their parents as being little adults. Though in terms of mental age this was certainly true for L, it also had something to do with his Rational demeanor. One of this

202 Myers, McCaulley, Quenk & Hammer, 1998

teachers later noted, "My only criticism of the boy is that he is too mature. He should be more of a nuisance. As I see it, our problem of adjustment here for L is to make him more of a real boy." The brighter a young NT is, the more adult they act.

The Strong Interest Inventory is a test commonly used to determine vocational interests. L took a version of this test and it was revealed that his interests lay with the following occupations: "physicians, mathematicians, chemists, psychologists, and teachers of mathematical and physical science." This list is quite characteristic of the INTJ focus on math, science, and higher learning. L noted he would not like to work at a job where there is "little opportunity to learn new facts."

In the next section we'll look at an INTJ genius whose life was better documented.

Isaac Newton

Evidence for INTJ

- Described as reclusive, secretive, isolated, secluded, hermitlike (I)
“he alwayes kept close to his studies, very rarely went a visiting, & had as few Visitors.”
- Described as taciturn, silent, private (I)
- Did not seek after attention, new acquaintances (I)
“For I see not what there is desirable in publick esteeme, were I able to acquire & maintaine it. It would perhaps increase my acquaintance, the thing which I cheifly study to decline.”
- Absent-minded (IN, but INPs favored most)
- Lost in thought for noticeably long stretches of time (IN)
He “would sometimes be silent and thoughtful for above a quarter of an hour together, and look all the while as if he was saying his prayers.”
- Almost never laughed (IJ favored)
- An acquaintance said that Newton “could sometimes see almost by Intuition, even without Demonstration.”²⁰³ (N)
- Calm, composed (NT)
- Worked on the cutting edge of math, science (NT)
- Described as serious (INTJ, NT favored)
- Described as hard (T)
- Was described as having a “usual tone of absolute authority”²⁰⁴ (NTJ favored over NTP)
- Described as having a “great desire for order and security”²⁰⁵ (J)
- Needed his garden to be perfectly weed-free; this was seen by Ackroyd (2006) as a manifestation of a larger pattern. (J)
“In his Cambridge enclave and retreat he walked in his garden where, according to one of

203 Ackroyd, 2006

204 Levenson, 2009

205 Ackroyd, 2006

his assistants, he could not bear the sight or presence of any weeds. This was part of his drive towards order, neatness, and perfection.”

- Described as imperious, dictatorial, autocratic²⁰⁶ (TJ)
- Described as having a “need to dominate and control”²⁰⁷ (TJ)
- Described as being a forceful, wilful, and authoritarian leader²⁰⁸ (TJ)
- Precise, meticulous, exact, strict, accurate (INTJs favored most among NTs)

General

Newton was born on Christmas in 1642, dooming him to get only half as many presents as other kids. His father died before he was born, and Newton was raised by his mother until he was three. Then she then remarried and left him in the care of her parents while she went to live with her new husband. She didn't return until Newton was ten. When one considers that Child C could read by the time he was three, it can readily be understood how Newton might have felt at being left by his mother like this. He would later draw up a list of his sins for this time in which he recorded, “Threatning my father and mother Smith to burne them and the house over them.”

Newton was not a warm, huggly INTJ. He was not even a healthy INTJ; an acquaintance described him as having the “most fearful, cautious and suspicious temper that I ever knew.” He bristled at the slightest sign of rejection.

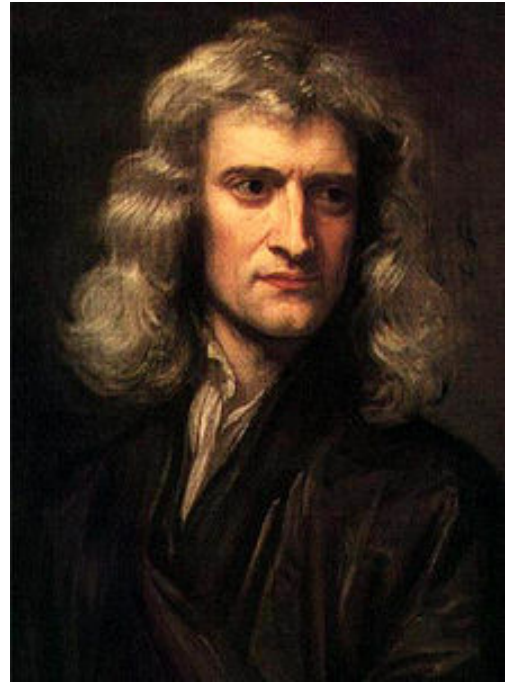
When Newton was twelve, he was enrolled in grammar school. One of the schoolgirls there later recalled him as a “sober, silent, thinking lad” who “was [never] known to play with the boys abroad.” Academically speaking, he was almost at the bottom of his class. It did not stay this way, however.

One day, when he was walking to school, the kid walking next to him gave him a hard kick in the stomach. Newton sought satisfaction at the next possible opportunity:

[A]s soon as the school was over he challenged the boy to fight, & they went out together into the Church yard, the schoolmaster's son came to them whilst they wer fighting & clapped one on the back & winked at the other to encourage them both. Tho S^r Isaac was not so lusty as his antagonist he had so much more spirit & resolution that he beat him till he declared he would fight no more, upon w^{ch} the schoolmaster's son bad him use him like a Coward, & rub his nose against the wall & accordingly Sr Isaac pulled him along by the ears & thrust his face against the side of the Church.

(Don't ask me what's up with the superscripts. Apparently it's a 1600s thing.) As it turns out, this incident was the impetus for Newton's academic success. Having physically dominated his adversary, he decided to mentally dominate him too.

Not content with this bodily victory he could not rest till he had got above him in the school, & though before he never minded his book (as you may beleive said he, by my being the last in the form) he from that time began to follow it with great application, he had several contests with his adversary, got his



206 Ackroyd, 2006; White, 1997

207 Ackroyd, 2006

208 Ackroyd, 2006

place & lost it again & then retrieved it, till at length he not only kept his ground over him but continued rising till he was the first in the school.

People assume that scholastic success must be easy for geniuses, but Newton didn't just pick up great grades easily; he had to struggle and work for them. Thanks for ruining the curve, buddy.

Newton's academic woes were not over yet, but when he completed grammar school it seemed that way. He came from a farming family, and it was expected that he would return home to take up the life of a farmer as his forbearers had. However, farming is not an occupation that INTs take to with shouts of glee. There are not enough novel challenges, and the repetitive, mundane nature of the task—physically demanding but not mentally stimulating—bores them rapidly.

When Sir Isaac had been about 4 years at Grantham school his mother took him home to try if he would follow country affairs & manage his own estate & for that purpose put him under the care & instruction of a trusty & intelligent servant. there is a bias in Nature which determines men to follow that which they are most capable of, That happy abundance of animal spirits which qualifies the soul to arrive at any excellency, bends & directs all it's faculties to the pursuit of that perfection for which they are peculiarly adapted, & it is no wonder a mind so vigorous & aspiring as Sir Isaac's was not to be kept under or diverted from it's proper objects by so low an employment. When any business called him to Grantham he would leave the servant to manage what was to be done & slip away to his old lodging & entertain himself there with a book till it was time to return home & instead of giving directions about any work that was going forward in the farm he would sit under a tree with a book, or go to a running stream & make wheels in imitation of over & undershot mills & many other Hydrostatical experiments...

The bias in nature here is Newton's type; he preferred to read, learn and do experiments rather than attend to the tedium of watching the farm. His negligence must have driven his mother crazy. The family's sheep and pigs escaped and devoured the neighbors' crops, resulting in fines.

Newton tried to allay the boredom by turning on the entertainment system that each INTJ has in their head. This had the result of making him appear very abstracted. It was customary at the time for people who could afford it to ride everywhere on horseback. On one particularly steep hill near where Newton lived, riders would get off, lead the horse up the hill on foot so as not to exhaust their mount, then remount and continue on their way. Newton arrived at the hill, dismounted, and began leading his horse up. On the way to the top, he had an interesting thought and spaced out. The next thing he knew, he was at home. He had walked the whole way on foot.²⁰⁹ Modern INTJs will do much the same thing in their cars; they will not realize until it is too late that they have passed their destination.

Newton's lists of sins at this time included: "Peevishness with my mother," "With my sister," "Punching my sister," "Striking many," "Falling out with the servants." It seems Newton did not take to his new life with good humor and cheer.

Being a slipshod, slacking, grouch soon paid off. Mr. Stokes, his old schoolmaster, had been pressuring Newton's mother not to let the talents of the school's #1 pupil go to waste. He wished to have said pupil return to the grammar school in order to prepare for the university, and, after being plied with various inducements, Newton's mother finally gave in.

At last, Newton escaped. He went to Trinity College in Cambridge, and it was here that his academic woes returned. INTJs, you see, will cut class...so that they can hang out at the library. Newton happily studied unassigned mathematics books, but he didn't read the assigned material because it had an outdated Aristotelian focus. He didn't particularly feel like studying for his exams either, and he barely scraped by with a passing grade. As White (1997) observed of him, "passing exams was merely a means to an end and was conducted with the minimum of effort."

209 Westfall, 1980

Rationals seldom confuse the means with the ends. For them, life is like a series of nesting parentheses in which x is solved so that y can be solved so that z can be solved. Newton bought an astrology book (astronomy and astrology were more closely related in those days than now), but found that he couldn't read it because he didn't understand the trigonometry involved. So then he got a trigonometry book and began reading that, only to find that he couldn't understand the demonstrations. So then he bought a book by Euclid so that he could understand the demonstrations. He then read just the specific sections of Euclid that he needed to understand the demonstrations.²¹⁰ In each step of the chain, Newton focused tightly on the results that were necessary to achieve the end goal; the rest was chaff and he discarded it.

Within the context of school, the supposed goal is to learn, but this learning does not solve any particular problem as framed within an NT perspective. The real goal of school is to get a degree and employment. Newton achieved this goal with the minimum effort required, then spent the rest of his time on his own goals.

Many a student has dreamed that some kind of emergency would happen so that they could get out of school. Seldom have such fantasies been answered so thoroughly as in Newton's case: the black plague struck in 1665 and the college had to be completely evacuated. He went back home to his mother's estate in the country and stayed there for two years.²¹¹ It was during this period, where Newton was free of responsibilities and had plenty of time on his hands, that he made the discoveries for which he is remembered.

Scientific Achievements

Have you ever wondered how mad scientists can make extraordinary breakthroughs in science, yet then keep the secret to themselves for years on end? (Of course, they will tell meddling do-gooders whom they capture all about it, but that's not really the same, is it? On a side note, Keirse suggests that Rationals love to explain their projects to those who will listen. Literally, monologuing.) But there is truth to the stereotype, because INTJs are very good at keeping information to themselves, especially personal information. They are the black body of types.

During his plague-inspired exile, Newton figured out calculus, the theory of gravity, and centrifugal force.²¹² Between the latter two ideas, he began to understand the dynamics of the solar system. But he told no one, and kept the ideas to himself for decades.

Newton's first glimmer of scientific recognition came from a completely different source. He built one of the first reflecting telescopes, this being a leap and a bound above the existing models. The achievement is interesting mainly because it highlights how useful the INTJ's meticulous, precise, exact approach to life can be in the pursuit of science. It was very difficult to produce a working reflecting telescope because the instrument required exceedingly fine craftsmanship. Scientists had been trying for years; White (1997) gives the account of another mathematician who had hired "some of the best craftsman in the country" for the task without success. Newton's telescope was unique because it actually worked *well*.

The way he accomplished this was through unmatched accuracy. He had to cast, grind, and polish his own mirror, a task which he accomplished with tools he made himself.²¹³ To get the mirror right, he made measurements of *hundredths of an inch* using only compass and eyeball. This was

210 White, 1997

211 Levenson, 2009

212 And perhaps also the properties of light, i.e. the formation of colors, but this is less certain.

213 White, 1997

far and above the standards of accuracy employed by his contemporaries.²¹⁴ Newton brought this precision approach to all of his work.

Newton was also secretly obsessed with alchemy, which is sort of like chemistry but with a spiritual component. To make alchemical discoveries, it wasn't not enough to follow scientific principles—you also had to be pure of heart.²¹⁵ The main goal that Newton worked towards was the creation of the philosophers' stone, a substance which could turn ordinary metal into pure gold. Here too he was exacting in his methods. Levenson (2009) observed that, “As measured by the time, effort, and accuracy of his laboratory trials, Newton was by far the most sophisticated and systematic alchemist in history. Most other genteel alchemists...relied on assistants to do the messy side of the work. Newton himself performed the tedious sequences of grinding, mixing, pouring, heating, cooling, fermenting, distilling, and all the other manipulations required... Above all, he demanded a level of empirical precision that no other alchemist had ever attempted, and he pursued that experimental rigor with manic, total devotion.” If you're going to hunt for the philosophers' stone, you might as well do it right. Sometimes hairsplitting perfectionism is exactly what a task calls for, and no NT type does it better than the INTJ.

Of course, precision was only one of the factors that contributed to Newton's scientific (and pseudoscientific) success. He had two other valuable INT traits in abundance: absentmindedness and workaholism.

Einstein's absentmindedness is legendary, but Newton was much the same. And why not? Both men were INs. Some might think that absentmindedness is a bad thing (hence Ritalin) but it is a very necessary trait in the theorist's line of work. A person who is focused on what is going on in front of their nose is not focusing on how invisible forces control the orbit of Jupiter's moons.

Granted, most INTs are not absorbed by such great thoughts; rather, they are thinking about why both elves and Vulcans are depicted with pointed ears. But when that concentration is directed towards scientific questions, it can produce very powerful results. (Or even a great theory about why elves and Vulcans both have pointed ears.)

Throughout his life, Newton forgot to eat. At Cambridge, he would sit down to dinner, but “...he has quite neglected to help himself, and the cloth has been taken away before he has eaten anything.” He would sometimes get dinnertime and church confused, and turn up for dinner in his church clothing, or else go to the wrong church altogether. Sometimes, instead of going to the dining hall, he would take a wrong turn and walk out into the street, then realize his error...and head back to his chamber, forgetting that he had been going to the dining hall at all. INTJs tend to leave their bodies on autopilot while they devote their mind to more interesting pursuits. Sometimes they set the destination wrong.

Another story recounts that a maid found Newton standing in the kitchen with a saucepan full of boiling water. He was holding an egg in bewilderment, and his watch was in the pot. This sounds a little bit too much like a “story,” but it doesn't change the fact that it's hard to cook when you're an INT. First you have to remember to put the food in the oven. Then you have to remember to turn the oven on. Then you have to remember to set the timer. Then you have to remember to turn off the oven, not just the timer. Then you have to remember to take the food out. There's nothing like opening the oven door to discover food that is either burnt or raw.

Newton's manner of dress shows that he didn't pay much attention to his grooming: “...if He has not been minded, [he] would go very carelessly, wth Shooes down at Heels, Stockins unty'd, suplice on,

214 Westfall, 1980

215 White, 1997

& his Head scarcely comb'd." It took very little to make him forget the immediate moment and go off on an IN tangent: "...when he had friends to entertain at his chamber, if he stepped in to his study for a bottle of wine, and a thought came into his head, he would sit down to paper and forget his friends." An INTJ's mind is continually at work.

Newton ran his body to the ground in order to serve the needs of his mind. He viewed food and sleep as nuisances that prevented him from working. When pursuing his alchemical studies, he practically never left his laboratory. By a similar token, he wrote the *Principia* as if he was cramming for a final exam: "He very rarely went to Bed till 2 or 3 of the clock, sometimes not till 5 or 6, lying about 4 or 5 hours..." The singleminded focus with which this INTJ pursued his project of interest is characteristic of all Rationals.

He ate while standing up and writing, and was noted for never taking time off for fun. A relative/coworker recalled, "I never knew him take any Recreation or Pastime, either in Riding out to take the Air, Walking, bowling, or any other Exercise whatever, Thinking all Hours lost, that was not spent in his Studies, to which he kept so close, that he seldom left his Chamber unless at Term Time..."

Newton followed the adage that a change is as good as a rest. He simply exchanged one study for another:

Constant study or reading requires a stronger bent & intenseness of thought than the mind can generally bear & though unwilling to be altogether idle that the whole burden may not be always [be] a duty is forced to call the senses often in to her [hand] to rest upon as it were & divert her self with Musick & statuary & painting but Sir I. had no relief but going from one study to another, from Philosophy to Chronology, & from Chronology to divinity – showing out new discoveries & dispelling the clouds & darkness that were cast over them

It was Newton's NT appetite for work, his INTJ precision, and his IN preoccupation with abstract matters—plus a hefty dose of intelligence—that made it possible for him to make his breakthroughs.

Let's jump forward a few years to when Newton finally published the *Principia*—you know, the one that Bowditch would find an error in a century later. (No one's perfect, right?) Besides the obvious scientific value of the work, it had another feature that provides us with insight into the Rational character.

In Newton's time, it wasn't as important as it is now to prove theories with actual experiments using actual numbers. Newton disagreed strongly with this approach; he backed up his claims with scrupulous mathematics based on recorded observations. Newton was one of the first to require Intuition to be vetted by Thinking. The predominantly Rational scientific community approved of the new idea that had been released into the collective bloodstream, and obviously things have only stayed this way. Newton famously described his new approach in the Preface by saying, "I do not make hypotheses."

There is one other interesting note about the *Principia*. Rationals hate being criticized, especially by fools, and Newton was particularly sensitive to criticism. But how to prevent the unwashed masses from reading the *Principia*? Newton had a solution: he made it extremely difficult to read *on purpose* to weed out the unworthy. Cunning, yet fiendish.

Bachelorhood

The stereotype of the unmarried INTJ is deeply rooted in the MBTI internet community, or so I gather from the fact that the [INTJ forum](#) features the tagline, "Masterminds. Innovators. Villains."

Virgins.” Whether this idea is true or not is questionable; INTPs have a similar stereotype, but are actually more likely to get married than average.²¹⁶ At any rate, INTs do seem more content to lead single lives than most types. Remember how INTs were the only types not to give “Home and family” the top rating?²¹⁷

There is no particularly convincing evidence that Newton was ever in love. His biographers make much of this, seemingly unable to comprehend how a human being could go through life without even one romantic attachment. It is less difficult for me to understand, since I have never been in love myself. From my perspective, people appear rather fixated on the subject; not a day goes by where I do not encounter a human extolling or bewailing their love life in a conversation, song, movie, book etc. This is the equivalent of going to a modern art museum and encountering a group of people staring at a canvas with some random-looking lines smeared across it. They're weeping with emotion. “It's so beautiful. I-I've never seen anything more beautiful in my life! Now I can die happy. Isn't this the most wonderful thing you've ever seen?” I shrug and smile politely. “I'll take your word for it.” Theoretically I understand why they are so happy, but it is something that I do not relate to from personal experience.

Though it is easy for me to see how Newton could have gotten by fine without a relationship, I'm not sure whether his feelings were similar to my own. There is a little bit of evidence that suggests that he had an actively suspicious attitude towards the opposite sex rather than just a meh neutral. Whatever the case may be, I expect that he didn't suffer from the lack of romance as much as one might expect.

Organizations

Newton ended up in charge of two organizations as president of the Royal Society and Warden (later, Master) of the Royal Mint. If you're wondering how he got to be in charge of the Mint, it basically went like this: Newton had been trying to get a job as anything but a professor at Cambridge for some time; his friends were helping him out by passing his name around. When the current Warden resigned, one of the people in his network said, “Hey, Newton's smart, right? Let's make him Warden.” So they did.

Both organizations were in trouble when he arrived. The Royal Society was teetering on the verge of bankruptcy, and the Mint was far behind on a project of national importance.

Newton fixed the Royal Society's problem by instituting a membership fee, selling some of the society's stock, and various other means. Such decisive moves were a hallmark of his leadership style, but they could also grate those who ended up feeling left out of the decision-making process. Considering his tendency to be suspicious and oversensitive to perceived rejection, it was perhaps only to be expected that he stifled debate as much as he could and ran the society with monarchical authority.

One example of his heavyhanded approach occurred when Newton wanted to move the society's HQ to a new location. He called together the council, and basically told them, “We should move to a new location. I have reasons, but I'm not going to tell them to you. If you disagree, tough. Meeting adjourned.” The lack of discussion angered some council members, who wanted time to think the idea over. But the move was swiftly accomplished. Remember how the TJ group built the Lego man fastest, but also managed to alienate one member? Newton wasn't good at making people *want* to do what he said. He led by external force, not by inward motivation. That said, he

216 Otis & Louks, 1997

217 Myers, McCaulley, Quenk & Hammer, 1998

used external coercion effectively and efficiently. During his tenure, he transformed the Royal Society into a more respectable organization. He introduced rules and etiquette and contributed to a culture of objectivity. By the time he left, it had become a professional scientific body.

Newton did much the same thing for the Royal Mint. When he arrived at the Mint, there was a major project in progress—a national recoinage. All of England's money supply was being replaced by newly minted currency. But things were shockingly behind schedule, and when the government stopped accepting the old money as payment for taxes, it turned out there was no new money to be had. Horrors! Taxes could no longer be paid. But besides this, there was no money for everyday use; no one could collect wages, buy food, or carry on commerce. Great was the outcry of the people. There were even fears of revolution.²¹⁸

The problem was that the current Master of the Mint was basically a parasite who drew a paycheck while doing as little work as possible. Though Newton was only Warden of the Mint at this point, he ended up as the *de facto* boss.

The problem was this: the Mint was required to produce 7,000,000 pounds of new money. It was producing only 15,000 pounds per week, meaning that the recoinage would take no less than nine years.²¹⁹ The entire endeavor, and maybe even the country, seemed doomed.

When Newton started at the Mint, he knew zilch about the minting money. But he didn't let this bother him; he set himself immediately to the task of learning everything he could about it—account books, operations, history. When he understood what was going on, he immediately ordered new machines to bring up output. He observed the workers and measured how long it took them to complete a task, then carefully calibrated the entire operation to maximize efficiency. As in the case of Bowditch, Newton had superior bookkeeping abilities; he took control of the Mint's budget, and began unravelling the mess created by the old boss.

By the time he was finished optimizing and upgrading the Mint, it was not only on schedule, but actually ahead of schedule. Furthermore, it was the most productive Mint in Europe.²²⁰ This seeming miracle of organization can be traced back to the INTJ gift for organizing complex projects. INTJs love sandbox/strategy games in which the goal is to build and defend a thriving empire, business, or civilization. They are also extremely good at these games, and when Newton was put in a situation that basically amounted to, “Sim Mint: Can You Recoin Your Country's Currency Before the Economy Crashes?” he responded with true INTJ spirit.

218 Levenson, 2009

219 Levenson, 2009

220 Levenson, 2009

Parenthood

Keirsey (1998) described INTJ parenthood as a carefully researched and prepared strategy. INTJ parents, he notes, will have read everything available on child rearing, digested the information, formed their own conclusions, built a plan, and will carry it out. INTJs are good at providing structure for their children. They will use schedules and checklists to keep track of their busy lives and enforce the rules consistently.

INTJ parents will probably notice that they are different from the other parental units they meet in their child's playgroup. Most other parents will seem oddly satisfied by the domestic sphere of house and children; this mindset is foreign to the INTJ. Besides this, parenting books tend to be targeted towards the majority, i.e. Artisans and Guardians; as such, they fail to provide strategies that work for INTJs. Let's look at some of the characteristics of INTJ parents and how they differ from the norm.

Penley (2006) has noted that INTJs parents seldom create traditional roles for themselves or their children. "Everybody else gets to do this, everyone else has this toy, everyone else is going," the children may whine, but the INTJ parent will not be moved by such peer pressure. INTJs tend to expect the same qualities from their children that they themselves exhibit: autonomy, achievement, a willingness to think critically, and perseverance. INTJs enjoy their children more and more the older they get. The more the child's mind develops, the more interesting the child is to the INTJ's own intellect.

The INTJ is not only a parent, but a teacher. They want their children to learn and will provide materials and opportunities for doing so. They don't mind explaining "why" and will try to give a real answer. They delight in their children's curiosity, wonder, and imagination. INTJs will often expose their children to advanced concepts or books at an early age. They will take an active interest in child's education, and perhaps even take the child's instruction upon themselves. For instance, Bowditch's son observed of his father,

He [Bowditch] devoted much of his own time (though not so much of late years as formerly) to the instruction of his children, particularly the elder ones; his chief endeavor being to awaken in them a taste for mathematics. He persuaded one of his sons to learn French when very young, by the stimulus of a small compensation for the translation of a certain number of pages. ... His experience, also, led him to acquiesce in a child's pursuit of any study, though comparatively useless in itself, if voluntarily

undertaken, and prosecuted with ardor; as he believed that it might be attended with incidental advantageous results, and that it would certainly assist in forming a habit of industry."

Note how Bowditch wanted his children to learn mathematics. There is a bit of a Pygmalion project there, no? However, Bowditch wisely didn't push the matter. INTJ parents are independent and think for themselves; they want their children to be this way also—both in mind and ideas. This is indicated in the way that Bowditch helped his growing offspring select an occupation:

If a predisposition were manifested for any occupation in life, the father candidly stated his own opinion, and enforced his views by such arguments as occurred to him, but left the final choice of his child free. In one instance of this kind, he, by his advice, induced the adoption of a profession other than that for which a slight preference had been at first felt; while in another case, he readily yielded at last his own wishes to the strong predilection which one of his sons manifested for a seafaring life; judging wisely in both cases.

Bowditch "left the final choice of his child free." He ultimately wanted his children to make their own decisions, though he did not forgo giving advice.

INTJs tend to treat children like little adults whose thoughts and ideas should be taken seriously. They are not likely to employ gushy baby talk; it would be an embarrassing display for them, and they would almost see it as a lack of respect for the child. By a similar token, an INTJ will not brush a child's question off or give them a half answer—they want the child to actually understand what is going on.

A study found that while a large chunk (65.1%) of INTJs rated "Home and family" as one of their most important values, they nevertheless placed the least weight on it of all types.²²¹ Homemaking by itself is unlikely to meet an INTJ's intense desire for achievement; therefore some balance between the familial sphere and the project sphere is called for. A stay at home INTJ may choose to get a degree online, learn another language, or start a home business. (Actually, however, children themselves provide a fascinating study for INTJs. Just as young INTJs enjoy watching tadpoles become frogs or caterpillars becoming adults, so adult INTJs find the child rearing to be a fun opportunity to observe the growth and development of a human being.)

When it comes to hugs, kisses, etc., INTJ are not one of the more touchy-feely types parents; they mainly like having their child sit on their lap while they read together. An INTJ parent is more likely to smile lovingly at their child than to say, "I love you" aloud.

Fun With Children

Male Rationals enjoy comic books and other "juvenile" forms of entertainment more than other types.²²² Since male INTJs enjoy these pastimes into adulthood, they are better able to relate to their children's entertainment material than most. They may even pass on some of their own childhood interests directly to their children, i.e. an INTJ parent who still enjoys Batman comics may pass the torch on to their offspring. Parents and children may enjoy talking about the same shows, books, computer games and comics together.

INTJs also seek out fun educational activities for their children (combining learning with entertainment is an NT trademark). They will take their children to the science museum, library, nature exhibits, etc.

Some childhood games are interesting to INTJs; others, not so much. Lewis Carroll, author of *Alice and Wonderland* and an INTJ (I'm not going to type him, sorry), did not have any children of his

221 Myers, McCaulley, Quenk & Hammer, 1998

222 Parent, 2012

own, but he enjoyed making up games and stories for other people's children. However, being an intuitive, there were some things he simply didn't enjoy doing with children. As one of his grown up child-friends recalled,

Lewis Carroll believed very much in a great amount of exercise, and said one should always go to bed physically wearied with the exercise of the day. Accordingly, there was no way out of it, and every afternoon I had to walk to the top of Beachy Head. He was very good and kind. He would invent all sorts of new games to beguile the tedium of the way. One very curious and strange trait in his character was shown in these walks. I used to be very fond of flowers and animals also. A pretty dog or a hedge of honeysuckle was always a pleasant event upon our walk to me. And yet he himself cared for neither flowers nor animals. Tender and kind as he was, simple and unassuming in all his tastes, yet he did not like flowers.... He knew children so thoroughly and well, that it is all the stranger that he did not care for things that generally attract them so much.... When I was in raptures over a poppy or a dog-rose, he would try hard to be as interested as I was, but even to my childish eyes it was an effort, and he would always rather invent some new game for us to play at. Once, and once only, I remember him to have taken an interest in a flower, and that was because of the folklore that was attached to it, and not because of the beauty of the flower itself.

As intuitives, INTJs are not really interested in the concrete. They would rather use concrete objects as a starting point to spur abstract thought; in this case, Carroll explained how foxglove flowers were originally supposed to be used as gloves by the fairy folk, thus they were called "folks' gloves," which was eventually corrupted into "foxgloves." An INTJ isn't so much interested in the flower itself as the flower's history and linguistic evolution. If an INTJ parent finds themselves bored with playtime, the reason may be that the activity calls for too much Sensing. A slight modification of the activity can make it fun for both parent and child: "Let's take this flower home and read about it in a flower book. We can press it and make a collection."

Discipline

Keirsey has noted that Rationals, unlike other temperaments, aren't so much given to lectures, scoldings, and groundings so much as simply stating, "Okay then. You've lost that privilege for awhile," and then depriving the child of the opportunity to affect/enjoy/control that part of their environment.²²³ By such impersonal, logic-based and minimally punitive measures they teach their children that bad behavior isn't about "me being angry at you and trying to make you feel bad to show you the error of your ways" so much as "you making an illogical choice that results in the loss of your pleasure." The idea is to teach the child that poor choices always imply logical negative consequences. The Rational parent tries to demonstrate that making a bad choice is like throwing a rock up in the air and letting it fall down and hit oneself in the face. It isn't that the rock hates you, or thinks that you have done wrong; no, the rock has neither feelings nor any sense of justice. Rather, the rock is merely obeying the amoral, implacable laws of physics. Many people break rules, but few people try to break the laws of physics. The logic-oriented Rationals instinctively realize this, and tend to have better success with discipline than other types. It should also be added that (like all Rational parents) INTJs have a tendency towards sternness. This tendency is stronger because they are Judging Rationals.

An exception to the point I made earlier about lecturing. INTJs *will* give lectures to explain why a rule is why it is. (A good example of a Rational lecture is the one the NT father gave to his son Karl. See the next chapter.) INTJs never fall back on the reasons so many parents give, "Because I

said so" or "Because I gave birth to you."

Childrens' tantrums do not present much of a problem for the INTJ parent. They instinctively realize that if they reward such behavior by giving in to the child's demands or providing extra attention in an attempt to quell the tantrum, it will only cause more tantrums later. Instead, they merely observe the tantrum, perhaps deriving internal amusement from the spectacle, then proceed to ignore it completely. The INTJ's children quickly learn that explosions are a waste of time. (For all INTJs who worry that if they had children, said offspring would end up behaving like the screaming brats at the store, don't worry.)

Bowditch furnishes us with several excellent examples of both discipline and positive reinforcement. Here is what one of his kids had to say about him:

A model for the imitation of all parents, he avoided every thing calculated to interrupt the mutual confidence and familiarity which existed between him and his family. Though readily granting any reasonable favor, he was never weakly indulgent. Inculcating by precept and example the most valuable lessons of life, affection ever prompted and directed his admonitions, and a sound judgment always controlled the impulses of affection.

Weak indulgence is the last thing an INTJ parent will be accused of. They temper "the impulses of affection" with "sound judgment" to avoiding spoiling their children or breeding bad habits.

He also cultivated in his children the INTJ value of total truthfulness:

...many years ago, in Salem, one of his sons, at a female school, being in an apartment with one other boy, threw a ball which broke a mirror; and his comrade advised concealment. He was so much pleased when his son told the truth immediately about the affair, that, though he was then obliged to live with rigid economy, and the payment was really inconvenient to him, he bought a new mirror, and expressed far more pleasure at the son's performance of so high a duty as telling the truth, than he did at his carelessness.

In this situation, many parents will think first of the mirror and neighbors' opinion of them. This INTJ was focused on reinforcing moral principles and teaching his son about the long-term value of honesty.

Compliments and praise do not come easily to Rationals; therefore one disciplinary skill that INTJs may need to practice is giving rewards for good behavior. And of course, there's nothing like using star formations as a reward for good behavior:

...the influence of his [Bowditch's astronomical] studies was felt by his children, whose greatest reward was to receive from him, in token of his approbation, the drawings of various constellations upon their arms or forehead. It was a sad day for them, when they did not receive from his pen the representation of the Belt of Orion, or of some other beautiful appearance in the heavens.

Only a Rational parent would think of out constellations as a reward. Actually, however, the idea of giving a daily reward simply for being good is not something that an INTJ is likely to see as valuable; they tend to believe that only *above average* efforts should be rewarded, while daily maintenance is taken for granted. This is one area in which INTJ parents can study to improve.

Special Challenges

EF children can be an especial challenge for INTJ parents because the INTJ does not have EF needs and therefore may not really understand why their child seems to want more overt, verbal attention and affection than the INTJ themselves would require, i.e. a relatively low amount compared to other types. (This is something that happens to parents of every type: they try to treat the child like

a little version of their own type, because this is what would make the parent happy if they were in their child's position. It's not necessarily a Pygmalion project so much as a misguided attempt at empathy.)

It helps if the INTJ's spouse can contribute to the affirmation pool; if not, the INTJ will just have to do their best to find a middle ground between EF and IT. Giving praise is a skill that can be learned; after awhile, it becomes natural and accustomed. It's also a good life skill for an NT to learn. Kids can be a great opportunity for personal growth.

And there's one more point that deserves to be driven home—INTJ parents love their children just as much as other types do. They may not express those emotions as loudly or frequently, but they feel the same things inside.

Introversion

As introverts, INTJ parents make good listeners. Of course, sometimes they have to listen to a childhood version of small talk. Their eyes may glaze over as they listen to a long-running, highly detailed narrative of their child's day and what they did with their friends. Still, by and large INTJs have learned to put up with small talk, and will listen anyway.

INTJ parents are introverts and can be exhausted by their children's noise and need for attention. They can find themselves plotting ways to squeeze in alone time so that they can recharge. A couple popular options are:

- Naptime
- Outdoor chores
- Electronic babysitter: TV, computer
- Train children to leave parents alone for certain periods of time
- Daily, mandatory in-your-room time for kids
- Hide in private study or bedroom
- Let spouse handle child's social events

For a long time, Bowditch had no private study. As a result, he studied in the family parlour, aka the living room. He seems to have been good at tuning out the clamor and reading:

At home, he had no private room for many years; and, as his family of young children grew up around him, he studied at his simple pine desk, in the midst of their noise and play. He was never disturbed, except when they failed in kindness to one another, and then he could never continue to study until quiet was restored.

Here's a problem for you—is it better to have just one child, but be forced to provide all the entertainment for them, or is it better to have two children who can entertain each other but will make twice as much noise?

Conclusion

Like all types, INTJs can be wonderful parents. Of course, there's always room for improvement. If you want to learn more about type and parenting in general, or about INTJ parenting specifically, I recommend the book *Motherstyles* by Janet Penley and Diane Eble.

INTJ Children

Lack of Role Models

Odds are low that an INTJ child will have a parent who shares their type preferences. This is unfortunate, because it deprives them of a role model for their behavior. It also means that many parents really don't understand how to raise their INTJ. It's sort of like a dog trying to raise a litter of puppies and a single misplaced kitten. "There's something different about this one." Most parents will figure it out eventually, though they may end up with a stack of child psychology books on the shelf.

Infanthood

Even as babies, INTJs are a bit unique. They are less likely to cry for one thing, and they are generally less emotional and clingy in comparison to other infants. INTJ babies do not like being overly handled, particularly by strangers.²²⁴ (In fact, parents who hold and coo over INTJ babies to try to get them to stop crying may not realize that an overabundance of touch and chatter is what was causing them to cry in the first place.) INTJs may learn to speak early, though some will also choose not to speak until they've completely figured speech out, at which point they will talk in sentences, skipping baby talk altogether.

Reading

Like adults, young INTJs tend to collect books, especially those with information on animals, dinosaurs, natural science, etc. Understandably, the library features centrally in the minds of most INTJ children; they check out huge amounts of books and will max out their cards. INTJs always have the word "why" perched on the tip of their tongue.

INTJs will happily stay up past bedtime, reading with a flashlight under their blanket. As an INTP child I assumed that once I grew up I could learn everything and read all the books in the world; INTJ children have the same hunger for books and knowledge. INTJ children love to be read to and

224 Tieger & Barron-Tieger, 1997

will carry books with them everywhere—to the table, to recess, on the bus. They will even read in class, annoying the teacher (especially if the INTJ is reading the in the textbook and has gotten several chapters ahead). Many INTJs read books that are beyond their age level; some even learn to read without being taught. Their continual reading helps them build up a large vocabulary. They often employ surprisingly complex sentence structures for their age.

Play

Some of the most enjoyable INTJ play takes place completely within the INTJ's own imagination. Keirsey (1998) has noted that Sensor children will tend to play with toys in the way they are meant to be played with, i.e. a toy fish will be played as a fish swimming its way through the deep. For Intuitives, on the other hand, the toy fish may actually be a submarine in the shape of a fish.

What this means is that any object can be transformed in the INTJ's mind into a plaything to tell stories about. A dart may become a rocket. A toy lizard may become an alien monster. All the rest of the scenery can be completely imagined. Lost in their own world, a young INTJ may be just as unaware of things going on outside as any adult INTJ focusing on a problem. INTJs are also good at playing inside their heads. An INTJ can play in perfect silence, imagining their toys' sounds and voices in their heads. Not that all INTJs do this, but it is more common among INTJs than with other types. INTJs have rich imaginations and can even create imaginary friends to play with.

Thanks to their logical/strategic abilities, young INTJs are particularly good at simple strategy games like tic-tac-toe. They will experiment and memorize the various moves in a precursor to chess. INTJ children will invent new ways of playing board games with completely new rules and abilities. They may even combine games together and play across multiple boards or create entirely new board/card games from scratch. Favorite INTJ board games include Monopoly, chess, checkers, Risk, Othello, Scrabble, Boggle and Life—basically strategy and word games that rely on thought more than luck. They also enjoy thinking card games and puzzles. Some of the more extravagant card-and-dice roleplaying games like Magic: the Gathering also hold attraction for INTJs.

Legos are an all-time favorite with this type. They also love building materials such as Tinker Toys, K'Nex, Meccano, Erector sets, blocks, Lincoln Logs, etc. Marble mazes, toy train sets, and car tracks are also enjoyed for their construction potential. INTJs like to create highly elaborate set ups; they are able to resist the temptation to knock over dominoes longer than other kids. INTJs are known for getting bored of toys once they have "figured them out." They crave intellectual stimulation and may desire toys that are above their age level.

They didn't have Legos back in the 1600s, so a young Isaac Newton was forced to improvise. He bought himself a book, *The Mysteries of Nature and Art*, which contained plans for small crafts and devices. This book was put to good use; it was noted of him that, he had a "strong propensity to mechanics which was his first & favourite amusement. Mrs Vincent said he spent most of his time when out of the school in making knick knacks & models in wood of several kinds, for which purpose he had got little saws hatchets hammers & a whole shop full complete set of tools which he handled with great dexterity; he would often make little tables & cupboards lanthorns [lanterns] of crumpled paper & Kites, he was very exact in setting the proportions of the latter & finding out the proper places where the strings were to be fastened." His models included a mouse powered windmill, a lantern, a mousetrap, chimes, a human-powered go-kart, a sundial and numerous other mechanisms.²²⁵

225 Westfall, 1980

Some of the things that INTJs enjoy playing with are not usually considered toys in the conventional sense. Microscopes, telescopes, science kits, chemistry sets and insect/tadpole rearing facilities are much loved by young INTJs. But also, toasters, lamps, fans, and other appliances that can be disassembled with a screwdriver. The dissection of mechanical objects is a favorite pastime, though not necessarily the reassembly. Categorizing and arranging everyday objects (like potholders, crayons, rocks, or books) in various systems can also provide amusement.

INTJs are good at the game where you have a jar of candy and have to guess how many there are. Rather than making a random guesstimate, they will actually try to calculate the amount using their fledgling math skills and careful counting.

For an INTJ, designing a play activity is actually more fun than actually playing. INTJs will typically start off with a few vehicles, animals, or soldiers, then proceed to design an ideal environment for them. Houses, forts, zoos, parks, monuments and whole cities may be constructed out of sand, mud, rocks, snow, blocks, couch cushions, sticks, Lincoln Logs, Legos, and whatever other materials are at hand. INTJ children enjoy explaining all the useful features offered by their house or town, and showing off how the inhabitants enjoy using said features.

However, once the INTJ is done designing the city or house, they may have little real interest in making up pretend stories about the inhabitants. The set up, not the play, is what they find intriguing. At this point they will perhaps introduce a reason to add onto the current construction (“My horse had babies! Now we need even more pastures, corrals and stables!”) or else find a reason to renovate, i.e. a natural disaster that strikes the poor town and annihilates one half of the buildings.

If the INTJ is not designing an environment for their toys, they may instead design an environment for themselves. The tree house, the couch cushion fort, the box fort, and the snow fort are all INTJ favorites. Pets too may have environments built for them. An INTJ child may enjoy constructing pens, building tunnel systems for rodents, and laying out aquariums and terrariums.

The elegance of an INTJ’s constructions may be one of the things that makes them stand out from their playmates. They are the one with the coolest castle, or the tallest marshmallow-and-toothpick tower. INTJs enjoy shyly basking in the admiration for their creations.

However, INTJs generally find it annoying when other children try to help them with their constructions. They know instinctively that this “help” really consists of: a.) throwing on poorly thought out, ugly additions and spoiling the beauty of the design, b.) not showing sufficient respect for the physical properties of the building materials and clumsily destroying the delicate structure, and c.) just plain, pure, gleeful destruction.

I doubt there is an INTJ in the world whose lovingly-designed creation has not been demolished in the blink of eye by a delighted classmate. I pushed together a huge pile of playground gravel—*gravel!*--and a boy running past went out of his way to step on it. Is it any wonder so many INTJs end up cynical and bitter?

Parents: if your INTJ doesn’t want the other kids to play with them, don’t force the issue. The INTJ recognizes that other children are worse than arsonists, dynamiters and termites combined when it comes to building projects. By saying “let other children play too,” you are telling them that they must let well-meant saboteurs and careless young vandals ruin their beautiful creation. You might as well be saying, “Please, let other children scribble all over your drawing as much as they want.” Is such victimization really a good life lesson?

Besides construction, INTJs will also indulge in engineering pastimes, i.e. designing Lego vehicles

and tools without the use of kits or instructions, or laying out tracks for electric trains, or rechanneling a rivulet of water with dams, ponds, and other improvements. They will run boats and cars down their creations until they have worked all the bugs out and satisfied themselves that their creation really is as awesome as they thought it was. Then they will try to make their creation even better. A Rational's work is never done.

These design activities are likely to be preferred over, say, running around with squirt guns. Mere movement for the sake of movement does not interest INTJs as much as it does other children. A biographer observed of Newton's childhood that,

If ever he entred into the usual sports of his companions it was with a farther view than the meer mechanical part & he exercised his mind at the same time with his body, He used to say one of the first experiments he made was on the day of the great storm when Oliuer Cromwell died (at which time Sir Isaac was entred into his sixteenth year) he jumped first with the wind & then against it & measuring his leap both ways & afterwards comparing it with his leap in a calm he, computed the vis of the storm; & when his companions seemed surprized at his saying that wind was a foot stronger than any he had known before, he would carry them to this place & shew them the measure & marks of his several leaps...

Newton didn't just want to have a jumping contest; he wanted to find the variables that went into maximizing just distance, then exploit them to improve his technique. Even young INTJs want a reason for doing an activity, namely building a skill ("How can I consistently get smooth sandcastle walls?"), trumping previous accomplishments ("This will be the best sandcastle ever!") and running experiments ("What if I mixed mud in the sand?"). Since their play must have a point, they may have trouble getting along with less far-sighted children, who simply want to exercise their limbs and make noise while having as much fun in the immediate moment as possible. An INTJ child wants play to have a *reason*; this may not sit well with their less goal-oriented playmates.

Note that the INTJ's play must be make logical sense. Other children joining in an INTJ's game may heedlessly break the rules of reality, eliciting protests from the INTJ to the effect of, "You can't do that!" or "That's not what would happen in real life!" For example, an INTJ may be annoyed that a playmate's stuffed cat keeps on having more and more kittens, even though the first and second litters haven't matured yet—clearly an unrealistic scenario. Eventually the INTJ may feel compelled to point out the reality gap in the hopes that they will be able to convince their playmate to play in a more lifelike manner.

INTJs generally want a self-consistent simulation where rules can only be broken when there is due cause. Cars cannot just start flying—unless a rocket pack has been installed first. Horses without wings cannot fly either—unless a magical unicorn grants them the ability. Yet the second the INTJ provides a justification for how their horse can now fly, their playmate cries, "Look, mine's flying too!" The INTJ protests, "Wait, your horse can't fly unless the unicorn helps them first!" They will then grab the unicorn and apply the necessary steps to ensure that their playmate's horse can fly "for real." Other children see no reason to provide such cause-and-effect justifications, but for the INTJ it's hard to submerge themselves in play unless principles are followed.

INTJ play is also more complex than other types' play. They will create epic scenarios in their heads with heroes and villains (perhaps drawn from favorite books or shows) and a cast of thousands. These stories can play out for weeks and involve a huge number of individual toys, sometimes arranged in armies. INTJs have an amazingly rich fantasy life; the toys themselves are merely there as place markers for the fantastical scenarios they cook up.

Computer Games

Like adults of the type, INTJ youngsters also enjoy computer games and the internet. In fact, they like computers and videogames the second most of all types.²²⁶ This may not sit well with their parents, who may perceive such usage of computers as excessive. Oddly enough, the parents would probably not be bothered if their child's time were spending an equivalent amount of time participating a school sports team, hanging out with friends, or watching TV like a "normal" boy or girl. Hence it can be seen that the parents are not really bothered by *the amount of time* that the child spends on the computer; no, what they are bothered by is the fact that the child is using a computer as opposed to spending the time on more conventional adolescent pursuits.

Many INTJ computer game favorites are simply more complicated versions of the games they enjoyed as children. The child who builds a city out of cardboard boxes/Legos/sticks graduates to playing Sim City. The child who sets up elaborate battles with toy armies graduates to playing strategy sims like Ages of Empires or Civilization. And here too the setup can be more fun than the actual game: INTJs enjoy creating custom maps for their scenario before they even start playing.

Worldbuilding

When you consider that INTJ children mostly enjoy the "setting up" phase of a game, it comes as no surprise that some INTJs eschew the games entirely and just build the world. This task engages all their faculties: their intuitive love of global, abstract ideas; their NT love for designing complex systems; and even their TJ love for being in charge of projects. (Imaginary worlds are a lot less draining on the introversion batteries than real ones.)

So what does worldbuilding entail? Everything, of course. An INTJ fantasy world comes complete with its own plants, animals, and environment. Since they have read books of science fiction and fantasy, they will not neglect the creation of extra moons, suns, and other solar bodies. Naturally the world needs inhabitants too; and these inhabitants must have their own society, tools, vehicles, clothing, currency, etc. One of the best parts about designing inhabitants is creating a language for them complete with dictionary and grammar.

INTJs are also intrigued by the imaginary worlds that others have built. For example, a Trekkie INTJ may study books about alien spaceship design or the anatomy of alien species. Similarly, an INTJ may become fascinated by the history and cultures of fantasy or sci fi worlds, i.e. Lord of the Rings or Myst. They may try to learn Vulcan, D'ni, Elvish, etc. as a way to immerse themselves more deeply in their fandom of choice. Both male and female INTJs will imagine elaborate stories that take place in these worlds, though due to cultural conditioning only the females will actually commit them to written form and share them on the internet.

Art

Adult INTJs enjoy appreciating art²²⁷ and young INTJs may enjoy creating it. Interestingly, an INTJ's interest in designing systems comes out here too. For example, an INTJ may draw a place where horses are living. They will think to themselves, "We need a pond, and it should be kind of big, because there are a lot of horses and they might have foals. Also, the sun might be hot, so I'll add some trees for shade. And in case there are wolves, I'll put a cliff up here so the horses can be safe. There will be a secret path that only the horses know about. Then they can escape whenever they see the predators coming. There will be a horse that stands up on this hill to watch. But

226 Myers, McCaulley, Quenk & Hammer, 1998

227 Myers, McCaulley, Quenk & Hammer, 1998

suppose they have to stay up on the cliff for a whole day because the wolves won't go away? I'll draw an apple tree so that they'll have something to eat, and a little mountain stream so that they'll have something to drink. There, it's a perfect home."

The horses will be depicted enjoying various aspects of the INTJ's creation. Note how the INTJ is problem solving and world-building as they draw. All children do this, but INTJs take it to the next level. Whether the subject is a garden with fairies, a moonbase with astronauts, or a house with cats and dogs, it's the essentially same thing—a system with features considerably designed for the benefit of the inhabitants. INTJs will also add hazards and problems to overcome.

"Look mommy, this foal couldn't reach the apples on the tree. So they pushed rocks in a pile to make stairs for it."

INTJs will draw Rube Goldberg machines, groups of animals working together in harmoniously complex manners to accomplish a common goal, and cartoons that express their budding sense of humor, i.e. puns. In art too, an INTJ must ever escalate their performance; today's giraffe must be better than yesterday's giraffe.

Can you guess that M.C. Escher was an INTJ?

Physical Activities

Many INTJs find physical activities boring; i.e. they may choose to take a book to recess. When they do play sports, they often prefer individual activities like track, swimming, horseback riding, skiing, fencing etc. rather than team sports. The main physical activity that young INTJs seem to be interested in is exploration, whether on foot or bicycle.

Hiding

One of the favorite INTJ pastimes is to find a hideyhole like a cupboard, basket or tree, then stay there for hours (perhaps reading, perhaps thinking). Because INTJs have a portable entertainment system installed within their heads, they can sit alone, staring off into space for hours, and be highly amused.

Thoughts and Fears

Given their advanced knowledge and liking for abstract thought, INTJ children may talk and think about things that children aren't supposed to think about at a young age, i.e. death, God, the afterlife, reproduction, or infinity; some even have childhood existential crises or doubts about their faith. These issues are very real and important—even frightening—to them and deserve real attention rather than cliché responses or reassurances that don't address the actual question.

Many INTJs, having learned about science and the human body, lie awake in their beds worrying about the sun going supernova, the earth getting hit by an asteroid, a natural disaster striking, or contracting AIDS.

Cautiousness

But what about real life fears—i.e. are INTJ children likely to physical risks like jumping off of high places, experimenting with drugs, and going on gut-wrenching rollercoaster rides? There is a bit of split of opinion here in the type community. Some say that INTJ children are fearless and will

try anything.²²⁸ Others claim that INTJs are more cautious and will not pull dumb stunts. Still others suggest that the individualism of INTJ children tends to cause them to have a particularly strong teenage rebellion complete with drugs, sex, weird clothes, hair dye, etc.²²⁹ Still others note that INTJ children will try risky experiments, "What happens if I eat this bright orange berry?" or "What happens if I stick a knife in this power outlet?"

So which perspectives are correct? Doubtless there are INTJs who fit into every category, but where does the majority lie?

One thing that consistently appears in INTJ type descriptions is a dislike for risks. Male INTJs were not seen as "adventurous" while ESPs were.²³⁰ The letters associated with being "cautious" were I, S, T, and J, whereas the letters mostly associated with being "reckless" were E, N, and P. Rebelliousness was associated with NFP females and NTP males, whereas conservativeness is an ISTJ trait. In fact, a descriptor study found that male INTJs were described by the sentence, "Favors conservative values in a variety of areas" but not by the sentence "Tends to be rebellious and nonconforming" and not by the word "unconventional."

It's obvious where INTJs fall in this spectrum. They may not be as conservative and cautious as their ISTJ cousins, but they certainly have more in common with ISTJs than with ESPs, ENPs, and NPs. I cannot reconcile this portrayal with the idea that INTJ children are prone to risk taking behaviors, drug use, sex, etc. Therefore I think that the idea that INTJ children are fearless and rebellious is incorrect.

However. Rationals will do crazy things in pursuit of knowledge—particularly since they question established wisdom and need to test things out for themselves. And INTJs are curious and love experiments. For example, one mother of an INTJ daughter recalled,

I remember when she was 3 years old she came into the house with a large stick. She was told to please remove the stick to the yard where it belonged. She stopped at the window and tapped the glass gently with the stick on the way out, and as I could see her mind working, I explained what would happen if she hit glass with the stick hard enough. "Oh" she said and she went back outside to play. I went downstairs and all the sudden I hear this ominous 'tink' sound and then swish, gurgle and water leaking sounds. I ran upstairs and there she was, standing in the living room, in front of our very large fish tank with the stick in her hand and the glass and water going all over the floor. She had hit the tank and broke it. I looked at her and said very calmly, "Go to your room." She screamed and dropped the stick, running into her room and slammed the door shut. Later, after everyone had calmed down, I asked her why she did that, after all I told her that if you hit glass what would happen. "Well, I just wanted to make sure it worked like that every time."

INTJs are sort of like young scientist exploring every day hypotheses like, "What would happen if I microwaved something for 9:99 minutes? What if I inhaled chocolate milk? What if I poured water in the toaster and turned it on? Is this really dangerous? Why? Are they sure?" INTJs do not realize that they are doing anything reckless or dangerous. There is no obvious peril in their eyes, but only a burning desire to know. When there is clear physical peril (like a diving board), then they are more cautious.

This tendency to perform risky experiments doesn't go away when they grow up, either. Isaac Newton, INTJ, almost blinded himself by staring at the sun in an effort to study the colorful spots

228 Parenting Skill and the INTJ Child!, n.d.

229 Tieger & Barron-Tieger, 1997

230 Thorne & Gough, 1991. Female INTJs do not fit their gender stereotype as well as male INTJs, and are probably less likely to be seen as conforming and nonrebellious.

that appear on one's vision after staring at a bright light. He ended up lying in a darkened room for three days. Later, in an attempt to study the effects of pressure upon vision, he poked a blunt needle into the rear of his eye socket and pressed on the back of his eyeball with it. One is never too old to learn new things.

One final thing to note is that INTJs are good at resisting peer pressure. (Remember how they did on the Asch conformity test?) In fact, INTJs are more likely to find that fitting in with their peers takes study and real effort.

Quiet and Privacy

INTJ children are more quiet, distant, and objective than other children. They spend so much time in their heads thinking that they may not even hear their name when it is called. This can lead parents and teachers to worry about ADD or even a hearing problem. Adults may perceive the INTJ as living in an alternate reality or "dream world" because they tune out their environment so well as they focus on their inward musings.

INTJs seldom share their deeper emotions with others—including their parents. If they must cry, they prefer to do it in the quiet sanctuary of their own room. Suffering causes them to draw inward; they face their misery silently and with a stony face. Since this is how they always look, no one may notice that anything is wrong. Or, the reverse can happen: the INTJ's parents observe the INTJ's natural liking for privacy and impassive face and assume that their child is hiding a dark secret from them or doesn't trust them. But really the INTJ is just fine. It's hard to tell with this type.

When the INTJ does share their emotions, it is best to listen silently²³¹ and impassively, as though you were an INTJ yourself. Don't give advice unless it is asked for. The INTJ's words should be kept sealed and not shared with the general public.

Another emotion that INTJs are reserved about is affection. Parents (particularly EFs) who expect hugs, kisses and confidences may be frustrated by the INTJ's characteristic reserve.²³² It also grates INTJs to be expected to act unnaturally friendly and warm towards relatives and acquaintances who have just been introduced to them. ("Come here and give me a kiss!") Parents may also be disappointed in the INTJ's seeming or real lack of empathy for others.

Not all INTJs who prefer to be alone are socially awkward. Some have good social skills but find other people uninteresting. Others like the idea of friendship in theory, but find that the reality of their peers' companionship falls short of their expectations—they want to have fun with others, but others don't want to do anything that INTJs find fun. Still others are liked by everyone, but do not really feel much of an emotional attachment to anyone in return, nor are they bothered by this.

Parents may be worried because the child spends so much time alone or reading in their room. This leads them to push their child into social situations. But INTJs are not terribly keen on meeting new people or making pointless conversation with strangers. Given the choice between spending a productive hour alone and spending a nonproductive hour chatting, most will go for option one. If placed in a social situation, INTJs like to wait and watch for awhile before joining in (if they decide to join in at all). However, INTJs tend to become more social when they enter middle school; at this point they start caring a bit more about functioning in group settings.

231 Tieger & Barron-Tieger, 1997

232 Tieger & Barron-Tieger, 1997

Fitting In

Many youthful INTJs find that they have a hard time fitting in—they feel “different” and parents, teachers and peers are apt to agree. INTJs have been found to have the lowest satisfaction of all types in the area of friendships,²³³ and as children they have trouble making friends and forming peer relationships. They may be more interested in talking to older people than their peers; some may value their relationship with their teacher or resident adult more than their relationships with playmates. INTJ children will also appreciate more adult treatment; they like to be shown respect and not forced to act cute and silly. They also dislike it when adults try to be goofy or talk down to them in a babyish voice.

INTJs children are more mature than most children. They act and think about stuff above their age level and may be conscious of this. They may even find other kids shallow, loud, stupid, or uninteresting because they are not at the same level or lack "deep" interests. It is common and normal for INTJs to spend lots of time playing alone away from the others. They may have just one good friend, or perhaps a handful. They may not even want to be around their peers, preferring to hide with their books. Unfortunately, it is sometimes the case that their peers see them as weird and choose to shun, tease, or bully them.

The SJ school system,²³⁴ with its emphasis on standardization and social norms, may reinforce this impression of differentness to the detriment of the child. Parents can be tempted to believe that "something is wrong" with their child. The result is that INTJ children face a bigger struggle for their selfhood than other types. If they fall victim to a Pygmalion project, it can lead to problems that may not be resolved till adulthood.

Fortunately, INTJs have a strong streak of individualism. They seem almost immune to peer pressure, and even adult pressure. The acclamation or critique of the masses does not sway their opinion as it would for most other types. An INTJ can well say, "If everyone in the world believed a falsehood, it wouldn't make it true." They will stick to their guns with stubborn confidence that can make the rest of the herd uncomfortable.

Parents too can be challenged by the INTJ's strong opinions; this can lead to unpleasant headbutting, unless the parent is prepared to fight logic with logic. Of course, not all debates can be settled with reason alone. The INTJ who refuses to eat the vowels in their alphabet soup isn't acting on the basis of logic, but they will back their conviction with the full strength of their will. No amount of logic can solve this dilemma.

Blunt Statements of Truth

One of the problems that is often encountered by parents of young Rationals is how to deal with their children's blunt observations of truth, i.e. "You're really fat. Do you eat all day?" or "He's stupid."

Being none-too-empathetic and rather disinterested in social skills, young INTJs may unintentionally horrify their parents, then not understand what they have done wrong. To them, truth is truth, and what can be wrong with saying it?

How to deal with this situation? Simply telling them not to do it again? But they aren't even sure what they've done wrong. Corporal punishment? Keirse (1998) has noted that Rationals find

233 Myers, McCaulley, Quenk & Hammer, 1998

234 Hoffman & Betkouski in Kent & Fisher, 1997

spanking to be violating.

A better solution is to explain reasonably and logically why it is not good to a.) Speak the truth in an unkind manner and b.) Mention others' faults, even when true.

To give you an idea of the substance of such an explanation, I have included the following exhortations from a stern NT father of the 1800s to his NT child, Karl. (Karl happens to be a genius, but I think the lecture is still valid.) Note that the father bases his appeal primarily on the Rational virtues of logic, fairness, competence, and skepticism (and talks to Karl like a little adult). I trust the reader will forgive the 1800s flavor of this account and extract what is still useful in the 2000s.

[The child's] opinion should never be lied away, in so far as it is right. I will only grant this much, that it may be somewhat softened, with the use of greatest caution, so that its rough edges shall be polished off.

If Karl, as a child, passed in society a correct but too abrupt or harsh a judgment, I let it stand, but said to the persons present, in half jest, "You see, he is a village boy! You must not take it ill of him!"

Karl soon came to understand that he had in such cases uttered a correct but improper statement, and he was sure, when we were alone, to ask me the "Why" of it. Then I had a good opportunity to show him the pros and cons of the case, and to get him used to better manners, without narrowing his intellect or doing his heart any injury. Above all I tried, whenever possible, to refer it to a higher morality and to true piety. In such a case I would calmly say:

"Your judgment was strictly correct, but though I must acknowledge this, it was not good or kind of you to utter it. You should hardly have spoken it in the presence of your parents, and never in the presence of others. Did you observe how embarrassed Mr. N. was? He could not, or would not, contradict, perhaps from love and respect for us, but he was much hurt to have a child tell him something unpleasant. If he is out of sorts to-day or others make fun of him, you are to be blamed for it!"

Karl was certainly moved by this deeply, and was truly sorry for having pained him. But let us suppose Karl did not see his mistake and, instead, answered, "But he was friendly with me all the time," I should then have replied,

"Perhaps from pity for you, because my word, 'He is a village boy,' showed him the real state of affairs. You have certainly not gained respect, love, and gratitude for yourself by your embarrassing judgment. You do not seem to have noticed that the persons present anxiously watched, now you, now me, now him, and the conversation would have halted, if I had not turned it to something else that attracted them vividly."

I again assume the truly unthinkable case that Karl was still not ashamed, but would have answered, "But it was true!" I would have corrected him more earnestly:

"Are you sure about that? It may very well be that you are mistaken. How if he had answered, 'A reason with which you are not acquainted compelled me to act that way.' How then? Or if he had said to you, 'Are you my judge? You, a little, unreasoning child?' Even if it was true, unconditionally true, his statement being wrong,-- which I, however, still doubt,--ought you not have kept silence from consideration for him? Did you not observe that we were all silent? Or are you so simple as to believe that you alone noticed the mistake in his actions?"

"Tell me, my child, how would you like it, if he, and a hundred others, should take you up for your oversights, weaknesses, carelessness, blunders, and so forth, and should even lay them before the eyes of strangers? And that would be a mere trifle, for it would be a grown man who would reprove a child, which would be perfectly proper and unquestionably right. The child would not be harmed by such a reproof, for from an unreasoning being like you people expect a lot of things which are not just right, and they pass over them lightly, or pardon them altogether.

"Or do you imagine that other people do not observe your mistakes? You are wrong there! Out of kindness toward you, or, perhaps, toward others as well, they pass over them in silence and do not embarrass you by mentioning them to you. But several of my friends, who love you sincerely, have often told me or your mother of incidents which do you no honor. They did not tell about them to any one else, and they told them to us only because they

wished to improve and ennoble you.

“This noble kindness pleases you, does it not? Very well, then you must act in the same manner. ‘What you wish that people should do to you, you must do first to them!’

“To tell the truth, to tell it in a harsh and provoking manner, to be severely just and painfully search out the faults of your fellowman, or even reprove him for them, without any particular reason for it, in the presence of others, is far removed from being good, yet being good is something unspeakably beautiful, for we call for this very reason the sum of all perfection ‘God,’ that is, ‘Good.’ You, too, my child, wish to become like God. If you do, you must perfect yourself as much as possible. Above all, do not forget to be good.”

I am sure that by that time Karl would have promised, with tears of contrition, never again to pain a person in that manner, and I am convinced that only human, more particularly childish, weakness could ever have led him to do so.

But for my purpose I will assume that, none the less, he will retort, “Shall I tell an untruth?” Assuming this, I would have replied:

“Not in the least! For then you would be lying or be a hypocrite. But there is no need of all that. All you have to do is to keep quiet. It would, indeed, be a sad life for you, for me, and for all men, if everybody were to search out the faults or foibles of his acquaintances, and ruthlessly tell of them before others. That would be an eternal war of all against all, for no man is without faults. No one would be at rest. Everybody would have to be constantly on the watch, in order to strike or to protect himself. Would that be living with each other as men, as Christians, as children of one father, as representatives of the highest Good?”

But I do the poor boy an injustice. It may be that I have told him all that, but, I am sure, never at one time, for so much was not necessary to cause him to perceive, regret, and mend faults against morality or piety. I have, however, forgotten to mention that I would also have told him some appropriate story [to illustrate the point]...

Through logic and principle, this father explained to his son *why* he should not behave in this manner rather than merely saying not to do it. It is always good to tell an INTJ child the reason behind a rule.

When an INTJ Child Does Well

INTJs are one of the types most likely to be described as intelligent (in the popular sense of the term). Suppose that an INTJ does effortlessly well on a test or project. It is only natural for a parent to compliment their offspring on their intelligence and natural ability. But believe it or not, this is not really good practice.

Researchers took two groups of fifth graders and had them take a test (read [here](#)).²³⁵ Regardless of actual score, the children were told that they had done well and achieved a really high grade—at least an 80%. One group was told, “You must be smart at these problems.” The other group was told, “You must have worked hard at these problems.”

The children were then asked to choose the difficulty level of the next test they would like to take. The difficulty levels were described as follows: “Problems that aren't too hard, so I don't get many wrong;” “Problems that are pretty easy, so I'll do well;” “Problems that I'm pretty good at, so that I can show I'm smart;” and “Problems that I'll learn a lot from, even if I won't look so smart.” The first three choices allow the child the safety of guaranteed success, while the fourth choice presents a risk that they could end up looking bad.

After indicating the difficulty level they would prefer, the children were told that if there was time, they could pursue their problems of interest; however, at the moment they would be given another

235 Mueller & Dweck, 1998

standard test. The researchers purposely made the problems on this test difficult.

After taking the second test, the children were told that they had done poorly and gotten no more than 50% of the answers right. The two groups were asked how well they thought they had done; how much they would like to be given more of the same sorts of problems to take home; how much fun they thought the problems were, and how much they liked working on the problems. Then they were given a third test and again asked to tell how well they thought they had done, etc.

92% of the children who were initially praised for their hard work indicated that they would like the risky choice, "Problems that I'll learn a lot from, even if I won't look so smart." By contrast, 67% of the children who were praised for intelligence wanted the safe problems that were easy so that they would look smart.

As we would expect, children in the group praised for effort tended to attribute their failure in the second set of problems to not trying hard enough, while children in the group praised for intelligence tended to think that they lacked ability. In addition, the children praised for intelligence were less likely to want to take more problems home; enjoyed the task less; and even got lower grades on the third test than the children praised for effort.

Now consider the fact that many INTJs have been praised for their intelligence all their lives. Yikes.

Conflict with Parents

A parent trying to lay down the law to an INTJ youngster soon discovers that their child has an instinctive understanding of the principle that for every action, there must be an equal and opposite reaction. INTJs are one of the most rule conscious types, yet INTJ children are more likely than most to ignore arbitrary commands. When it is obvious that the rules are being created on the fly in response to their own behavior, the child perceives that the rules represent a human's whim rather than an expression of abstract justice. Like all Rational children, INTJs will listen to logic (Keirse, 1998), but the reverse is also true--they will *not* listen to illogic. This may annoy nonNT parents who justify their commands on the basis of social conformity, unquestioning obedience, and emotional appeals.

There is nothing more absurd and insulting to an INTJ than to be told, "Because I said so." or "I gave birth to you, so do what I say." Unreasoning obedience to illogical commands is not an INTJ's strong suit. This will result in the INTJ losing respect for the authority figure in question. And Rationals are *already* skeptical of authorities and experts. Authority must prove its merit before it will be heeded, but if it fails once, the failure will never be forgotten.

Even if an INTJ does obey, the illogic of it will torment them. Punishment does not produce respect in this type. No amount of brute force can change the fact that $1 + 3 = 5$ is wrong; in the same way, no amount of punishment can change the fact that an illogical rule is still wrong. "I'm being punished, but you're still wrong. It's just that now you're also unfair and oppressive." INTJs cannot be coerced, shamed, or nagged into doing something that they don't want to do.

A second factor is that INTJs are one of the most argumentative types,²³⁶ and also headstrong and uncompromising in their opinions. They have more stamina than their parents and can argue and negotiate until their parents are exhausted. (Many a parent has learned the hard way that, "Wood will conform to iron, but iron will not conform to wood.") INTJs are good at saying no. In fact, INTJ teens are not so much likely to throw a tantrum as to utterly refuse a demand, no matter what

236 Loffredo & Opt, 2006

punishments are threatened. Or, if INTJs find that they cannot win in a straightforward way, they may apply their thinking skills to the problem of disobedience with all the cunning that you would expect from a l'il professor Moriarty. Computer restrictions will be hacked. Forensic evidence that could link them to crime will be eliminated, while evidence that seemingly demonstrates obedience will be manufactured. (Generally, however, INTJs are straightforward in their refusal of authority.)

For all these reasons, head-butting between INTJ children and parents is a common issue. It is better to get the INTJ's input on the rules beforehand²³⁷ rather than staking out a position that may be unpleasant to enforce later.

Young Female INTJs

A descriptor study²³⁸ found that non-type-savvy observers perceived INTJ females as *not* being "feminine." But childhood is a stereotypical time where boys wear blue and girls wear pink; where boys play "army" and girls play "house;" where boys get Legos and dinosaur books for Christmas and girls get a ballerina outfit. As you might already guess, boy stereotypes fit the INTJ personality better than girl stereotypes. Is it any surprise the INTJ girls end up hanging out with friends who are boys and playing with their brothers' toys? They tend to be tomboys, and evidently others' perception of them in this regard never goes away.

When it comes to toys, INTJ girls are less interested in dolls than other female types. Yes, they may enjoy *designing and setting up* the house, but not so much brushing dolls' hair and dressing them up. But with any luck, the INTJ girl's parents will not try to force them into a stereotypical feminine role.

Tips for Parents

- Don't force INTJ child to socialize.
- Don't force them to sit on Santa's lap if they're uncomfortable with strangers.
- Don't compliment them on their intelligence, but rather on their work ethic.
- Explain rules logically; get your INTJ to buy into them before carving them into stone.
- Listen to your INTJ's ideas and thoughts about what they are learning. They love being able to talk to people about their interests. If you're not interested (let's be frank), at least try to fake it.
- INTJs are more skeptical about Santa Claus and the Tooth Fairy than other types, so be sure to provide really good evidence.
- INTJs enjoy scientific experiments. If you are looking for a memorable activity to do with your child, there are many books with simple but cool experiments that can teach children about natural principles.
- Praise your INTJ child for their hard work rather than their natural gifts.
- Items like chemistry sets, insect farms, a microscope, a telescope, etc. will be appreciated.

²³⁷ Tieger & Barron-Tieger, 1997

²³⁸ Thorne & Gough, 1991

School

A study examined the leisure pastimes of the sixteen types. The type that most liked the item "Taking classes" was the INTJ.²³⁹ (Only the Rationals considered this a leisure activity.) And not only did INTJs like taking classes the most, but *they liked it more than any other type liked any other activity*. INTJs liked taking classes more than ESTPs liked playing sports. INTJs liked taking classes more than INFJs liked writing (but only just barely). It would seem that taking classes deserves the status of "passion" for INTJs. No other type liked any other thing as much. Perhaps it comes as no surprise that INTJs tend to have the highest grades of all types.²⁴⁰

However, this fondness is hardly uncritical. In fact, many INTJs dislike their years in the public school system—and this in spite of the fact that they *love* learning. Let's examine a few of the things they find unpleasant.

Problems in the Public School System

Busy Work—And Other Scholastic Activities

The entire public education system is dominated by SJs, and to a lesser extent, NFs.²⁴¹ Keirsey (1998) noted that the "largely clerical curriculum" in the modern school system bores Rationals. It is seen as a good thing to do thirty identical repetitive math problems even if the INTJ understood the concept by the time they finished the tenth problem. Sadly, for many INTJs, school is nothing but an exercise in "grinding," i.e. doing a mindless task over and over to earn points. Teachers believe grinding to be an indispensable part of a child's ability to remember a concept long enough to take a test on it. Actually, it has been well demonstrated that many INTJs can get excellent grades on tests while simultaneously cutting classes and not doing their homework. Many, many, INTJs are seen as underachievers or as working beneath their potential because they decline to sacrifice real productivity in order to perform hours of mindless repetitions.

The fact is, INTJs simply hate busywork and do not care about proving to anyone that they know the material. As far as the INTJ is concerned, they've reached 100% of their potential just by

239 Myers, McCaulley, Quenk & Hammer, 1998

240 Myers, McCaulley, Quenk & Hammer, 1998

241 Hoffman & Betkouski in Kent & Fisher, 1997

learning what they are supposed to know. Everything else is pointless busywork once that goal is reached, and things such as homework, practice, study, and other measurements of “how well you know the material” are superfluous.

It is *normal* for INTJs to impress adults with early or above-average abilities in reading, writing, art, math, etc.--you name it. Thirsty for knowledge, they begin the acquisition process years ahead of their peers and usually stay ahead. It may be something of a revelation for INTJ youngsters to discover how less-educated-than-them their classmates are. Still other INTJs go through life puzzled at why everyone is surprised that they can do stuff which they themselves regard as ordinary. “Can’t everyone do that?” they wonder. They don’t understand why others view learning as so hard. Doesn’t everyone read the encyclopedia for fun? INTJ children may read every book in the classroom or school library just for the heck of it. They may read in class, perhaps secretly or with the teacher's tacit permission.

There is a huge difference between a love for learning and a love for *explaining and discussing* the things one learned. INTJs are quite interested in the former, but the latter can bore them to tears. Alas, because teachers must prove that a student understands the material, they require students to create documentation that learning has taken place. (This documentation takes the form of homework assignments, essays, projects, reports, class discussions, etc.) INTJs find that while they enjoy the actual learning—studying mathematical principles, doing the experiment, reading the book, etc.—they hate the unnecessary paperwork that comes in afterward because it offers no new learning opportunities and little intellectual challenge. It's sort of like being forced to write a tutorial on every single new skill you learn in order to prove that you really know it. In terms of intellectual stimulation, this is about as pleasurable as eating a delicious meal, then regurgitating it and eating it again.

The only marker of achievement that the INTJ actually values is the test. If they do well on the test, they see no point in any further measurements of their knowledge. Their goal is results, not methodology.

Teachers and Assignment Requirements

If an INTJ is "cooperative" and willing to grind away at the homework, they may become the teacher's pet because of their love of learning. However, other INTJs earn their teachers' dislike by questioning them in front of the class and arguing over their conclusions. An INTJ may argue that an assignment is unnecessary, debate the requirements, or insist on a creative reinterpretation of the parameters. They may also ask technical questions that their teachers cannot answer. If the teacher makes a spelling or math mistake on the board, the INTJ will helpfully correct them.

Teachers, for some strange reason, may come to see the INTJ as antagonistic and may even believe that the INTJ is deliberately trying to make them look bad. (They may not even be wrong.) Usually, however, the INTJ just wants accuracy.

INTJs will also ask questions like these:

- “Why do I have to work with a group/partner?”
- “Why can’t I bring my book out to recess?”
- “Why do I have to show my work if I can do it in my head?”
- “Why do I have to do this assignment if I already understand it?”
- “Why do I have to take notes if I never use them?”

- “Why can’t I just learn out of the book?”
- “Why? Why? Whyyyyyyyyy?”

Teachers seldom provide a satisfactory answer to these questions. This is unfortunate, because INTJ children can be very stubborn in their refusal to waste precious time on activities they see as pointless. Like all Rational children, INTJs will listen to logic (Keirse, 1998), but the reverse is also true—they will *not* listen to illogic. This may annoy nonNT teachers or parents who justify their commands on the basis of social conformity, rules, unquestioning obedience, and emotional appeals. INTJs are as stubborn as mules.

It is perhaps no surprise that some INTJs come to have low respect for their teachers and even to dislike them. These INTJs tend to perceive their teachers as either unintelligent or Dalek-like to the tune of, “Do not question!”

The more a course caters to the lowest common denominator, the worse it is for INTJs. In such situations, the INTJ can excel easily but is not challenged. When assignments are handed out in such a class, the INTJ will whiz through them and then just sit there waiting for everyone else to catch up. (Fortunately INTJs have rich thought lives.)

Group Setting and Projects

Introverts do not really care to be jammed into a room with twenty other people all day. In fact, adult introverts instinctively seek to avoid such environments. INTJs tend to find the school environment too loud and crowded. They often prefer to take online courses so that they can work at their own pace and avoid the extraverted school environment. INTJ parents like some quiet time to recharge after a long day of work, and by a similar token, INTJ youngsters like some quiet time after school.²⁴² They are also not as interested in participating in study groups as other types, preferring instead to study alone.

INTJs are independent and like to control their creations from beginning to end. It pains them when other people (including parents and teachers) try to “help,” “give advice,” or “suggest ideas” on their projects—in fact, such helpfulness can sap their motivation and cause them to drop a venture entirely. Adults will also try to curb the INTJs’ intuitive tendency towards out-of-the-box thinking by helpfully observing that an INTJ’s ideas are impractical²⁴³ and can be fixed by doing X, Y, and Z—common sense really. This can be a real buzzkill for an INTJ’s enthusiasm. It is better to wait until the INTJ’s project is complete before providing feedback.

For obvious reasons, group projects can present a special challenge for INTJs. Mostly, the challenges are not intrinsic to the project itself, but are presented by other group members. It is burdensome for the INTJ to have to explain the rationale for their ideas to their teammates—especially when other members are not interested in achieving maximum efficiency so much as “getting an easy A,” making the project look “cool,” socializing, etc. INTJs may also be annoyed by their teammates’ liking for unnecessary group meetings. The INTJ will also tend to get saddled with the majority of the work—if only to keep their classmates from ruining the project.

Enjoyable projects for INTJs are complex, leave the idea and planning completely to the INTJ, permit independent work, and do not require periodic maintenance afterwards.²⁴⁴

242 Tieger & Barron-Tieger, 1997

243 Tieger & Barron-Tieger, 1997

244 Tieger & Barron-Tieger, 1997

School Will Socialize You

INTJ children are more likely than most kids to hang out with the misfits of the group. Chances are not bad that the other misfits are other introverted intuitives anyway. "Birds of a feather flock together."

Boring Subjects

Each type has its own preferences and interests. These interests dictate which courses a type is most interested in at school. Though the specifics differ, science and math are often particular INTJ favorites; however, they may be less inspired by mandatory topics such as literature, history, and especially physical education. They will give more energy and time to the subjects they enjoy, while getting lower grades in less preferred subjects.

Observers may be surprised at how hard an INTJ works when it comes to a subject they like, and how blasé they are about subjects they don't care about.²⁴⁵ This tendency is probably exacerbated by the fact that INTJs attend school primarily to learn about how the universe functions—as opposed to the goals of other types, i.e. to socialize, please the teacher, meet members of the opposite sex, do what is proper, or have fun. One can see how the goal of "socializing" can be achieved independently of a class' subject matter; however, the goal of learning about the universe is not often advanced by running laps in sticky sweatpants or dissecting the parts of a sentence. The disparity between an INTJ's grades in topics of interest and their grades in topics of disinterest can be surprisingly dramatic.

Gifted Judgers

Being a judger provides some advantages when it comes to school:

- Most teachers, both at a public school and college level, are Judgers.²⁴⁶ Students who are taught by teachers with a type similar to their own are more likely to "get" the teacher's style, find assignments enjoyable, and feel comfortable in the classroom environment. In college NJs are the norm for professors.²⁴⁷
- Judgers are more comfortable with rules and hierarchical systems than perceivers. INTJs may not like an SJ level of control, but they have fewer problems with the system and its rules than (say) INTPs. This reduces the amount of stress they experience in school.

However, there is one aspect of the judging preference that can put an INTJ at a disadvantage. Judgers are more likely to do schoolwork which they find dull and pointless than perceivers. One might think that this is a good thing, and certainly it improves INTJ grades and helps them get through school more smoothly. However, it can also lead to some problems—especially for gifted INTJs.

Ruf (2008) ran a program for parents of gifted children who were having problems in school (read [here](#)). After typing more than three hundred kids and parents, she found that although the parents could be any type, the children were mainly Perceivers to the tune of 92% P. Where were all the Judgers? Ruf had an idea: "P-Perceiving children are less likely to finish their work or stay on task when they find the work to be tedious or uninteresting than are J-Judging students. To me, this suggested that within the student population, there were many gifted children whose

245 Tieger & Barron-Tieger, 1997

246 DiTibeiro; Sears, Kennedy, & Kaye in Beckham, 2012. Hoffman & Betkouski in Kent & Fisher, 1997

247 DiTibeiro; Sears, Kennedy, & Kaye in Beckham, 2012.

personalities allowed them to cooperate in school even when it contributed to their own underachievement. This meant that parents and teachers were pleased with their behavior and cooperation and such children were seldom brought to specialists for help or guidance or further evaluation because they were 'doing just fine' in school.”

Ruf found that when she began to bring up the fact that gifted Judgers don't show the usual signs of trouble, she saw an influx of parents bringing their J children in for help. Gifted INTJs don't like simplistic assignments any more than gifted Perceivers do. But they don't show it.

The University Experience

It is in college that INTJs really bloom. Since college is taught primarily by intuitives, INTJs are exposed to a teaching style that meshes with their own natural preferences for the first time. Not that they will necessarily get better grades, but class will probably be more interesting.

GPA Per Major

One study performed over the course of 9 years at a midsized, private undergraduate university (Elon University) found that the INTJ GPA did not vary much by major and was average in most regards, being neither higher nor lower than normal (DiRienzo, Das, Synn, Kitts, McGrath, 2010). Curiously, INTJs were the least represented type in the study, consisting of only 92 students (1.46%) out of the 6,280 students sampled. Elon University appears to be a low-INTJ environment.

Since the university had something like 40 different majors, the researchers grouped them like so:

1. **Communications** majors (Communications, Journalism)
2. **Business** majors (Business Administration, Economics, Accounting)
3. **Education** majors (Social Science Education, Math Education, Physical Education, Leisure Sports Management, Elementary Education, Middle Grades Education, Sports Medicine, Health Education, Music Education, Athletic Training, Science Education)
4. **Fine Arts** majors (Art, Dance, English, French, Music, Music Performance, Music Theatre, Philosophy, Religious Studies, Spanish, Theater Arts, Theater Studies, Theater Design and Production)
5. **Social Sciences** majors (Political Science, Psychology, Sociology, History)
6. **Hard Sciences** majors (Engineering, Math, Chemistry, Biology, Computer Sciences)

Unlike in other studies of this sort, INTJs did not tend to flock to any particular category, nor did they avoid any particular category. The lowest GPA was in Business, and the highest in Fine Arts. INTJs were least likely to choose a major in the Education category.

1. INTJ GPA was 3.24 in Communications (Chosen by 17 out of 92 INTJ students, or 18%)
2. INTJ GPA was 3.12 in Business (14 out of 92, or 15%)
3. INTJ GPA was 3.20 in Education (9 out of 92, or 10%)
4. INTJ GPA was 3.28 in Fine Arts (18 out of 92, or 20%)
5. INTJ GPA was 3.25 in Social Sciences (19 out of 92, or 21%)
6. INTJ GPA was 3.25 in Hard Sciences (15 out of 92, or 16%)
7. Average INTJ GPA: 3.23 (Above average for sample; tied with ESFJs for 4th highest place)

Interestingly, most studies find that NTs are attracted to the Hard Sciences like iron filings to a magnet. Why didn't more INTJs select Hard Sciences for their major? And why didn't they get better grades in this area? And for that matter, why do so few INTJs go to Elon University? Maybe it's their marketing?

Engineering

A survey of ASEE (American Society for Engineering Education) students found that INTJs were strongly represented (read [here](#)—see page 13 for a nice chart on which types like which areas of engineering). For male engineering students, 9.95% were INTJ; for female engineering students, 7.07% were INTJ.²⁴⁸ The survey further broke down the broader field of engineering into specialties to determine how much each type was attracted to each specialty. For instance, out of all the aerospace engineering students, 20.18% were INTJs.

Aerospace engineering	20.18%
Electrical engineering	12.54
Geological engineering	11.27
Mechanical engineering	10.62
Chemical engineering	9.89
Computer engineering	7.88
Petroleum engineering	7.07
Civil engineering	3.88

Aerospace engineering was the favorite field of INTJs and ENTJs, and it was also strongly liked by ISTJs. Wish I knew what the big attraction was, but I don't. It may be worth noting that INTJs are not equally attracted to all aspects of aerospace engineering. A small study of 44 avionics (avionics is the electrical equipment on airplanes) students at Embry-Riddle Aeronautics University had only 2 INTJs, though one would have expected 9 (read [here](#)).²⁴⁹ It might seem likely that a marriage between the two INTJ favorites, aerospace and electrical engineering, would strongly draw INTJs, but apparently this is not the case. Perhaps a larger sample would find otherwise.

What about electrical engineering? Here there are no clear patterns; it was a midrange field for most types, neither shunned nor adored. However, INTPs also favored electrical engineering as their second favorite specialty, so we are probably looking at an INT thing. Another study²⁵⁰ in Canada actually found that INTJs were the type that most liked electrical engineering (read [here](#)). Oddly enough, that same study found that Canadian engineering students (1,314 of them) were more introverted and perceiving than American engineering students. So apparently the composition of engineers varies by country.

Civil engineering was a huge Guardian favorite, and a huge Rational *least* favorite. Choiniere and Keirsey (1992) have explained that civil engineering appeals to Guardians because it allows them to build structures that have already been thoroughly explored: roads, bridges, canals, etc. Rationals, on the other hand, tend to be more attracted by the task of designing cutting edge experimental technologies: nanites, robotics, artificial organs, brain interfaces, etc.

Or what about the fields of agriculture engineering and nuclear engineering, which were not covered in the ASEE study? Agricultural engineers were found to be 83% introverts, 75% sensors, and 50% Judgers.²⁵¹ (Not having full access to the data in this study, I can't give you the percentage for Thinking.) For nuclear engineers, 70% were intuitives and 77% were thinkers. A very NT field; clearly somebody likes playing with reactors. (Read brief summary [here](#)—see page 4.)

Many, many studies have been done on what types are most attracted to engineering, and I regret not having the resources to obtain them all. Generally speaking, engineering seems to attract ISTJs

248 McCaulley in Wankat & Oreovicz, 1992

249 Neal & Neal, 2009

250 Rosati, 1998

251 McCaulley in Yokomoto & Ware, 1999

most, and INTJs next. There is quite a bit of variance between samples, however. For instance, a study of 2,188 engineering students found that INTJs were the most represented type, with fully 13.8% of the sample being INTJ—almost three times as many as expected.²⁵²

INTJ 2.94 as many as expected

INFJ	2.49
ENTP	1.95
ENFJ	1.73
INTP	1.46
ISTJ	1.26
INFP	1.21
ISFJ	1.06
ENTP	0.92
ENFP	0.79
ESTJ	0.57
ESFJ	0.51
ISTP	0.44
ISFP	0.44
ESTP	0.40
ESFP	0.21

Other studies, however, do not find that INTJs are so well represented. For a pithy summary of the literature, see the chart [here](#). (Note that these are percentages, not representation rates. This means that they do not take into account the relative amounts of each type in the general population, i.e. a chart might show 10% ESTJs and 9% INTJs, and therefore one might assume that the occupation attracts ESTJs more than INTJs. But in fact, there are fewer INTJs in the general population than ESTJs, so 9% for INTJs is abnormally high while 10% is almost normal for ESTJs. Therefore it can be seen that occupation actually attracts INTJs more than ESTJs.)

Interestingly, engineering faculty tend to be more intuitive than their students. They also tend to be introverted, thinking, and judging.²⁵³ So while INTJs may not necessarily predominate within the field of engineering itself, they do tend to predominate in the academic environment. This probably gives INTJ students an edge over other types.

²⁵² Myers & Myers, 1980

²⁵³ Scott and Scott; Sloan and Jens in Williamson, 2003

MBA

A 1997 study²⁵⁴ of 1,925 working MBA (Master's of Business Administration) students found that INTJs were the type second most attracted to the MBA. The top seven types seeking an MBA were as follows:

ENTJ 3.86 times as many ENTJs as expected

INTJ 3.43 "

ENTP 3.17

ESTJ 2.01

INTP 1.87

ISTJ 1.48

ESTP 1.44

INFJ 1.21

ENFJ 0.84

ISTP 0.78

ENFP 0.73

INFP 0.43

ESFJ 0.39

ESFP 0.24

ISFJ 0.24

ISFP 0.14

Finance and Commerce

INTJs run businesses and have a bent for numbers. It might seem to make sense that they would be found in large quantities in a Finance and Commerce major. As it turns out, however, they were one of the less-represented types.²⁵⁵ Out of 488 students taking this major, only 13 (2.7%) were INTJs.

ESTP 1.67 times as many as would be expected

ISTP 1.40

ESTJ 1.39

ESFJ 1.36

ISTJ 1.12

ESFP 1.08

ISFJ 0.98

ENTP 0.91

ENFP 0.86

ENTJ 0.74

INTJ 0.57

INFP 0.54

INTP 0.52

ENFJ 0.46

ISFP 0.33

INFJ 0.10

254 Power & Lundsten in Myers, McCaulley, Quenk & Hammer, 1998

255 Myers & Myers, 1980

Law

A study of law students looked at both the type preferences of law students and their dropout rate.²⁵⁶ It is worth noting a significant difference in this area between INTJs and their INTP cousins: though INTPs were slightly more likely to become law students than INTJs, they dropped out twice as often. Simply being *attracted* to a particular area of study does not necessarily guarantee success in that area.

INTJ law students had the lowest dropout ratio²⁵⁷ of all types. The drop out rate for INTJs was 22 dropouts for 194 students, or ~11%. INTJs are thus the type most likely to complete law school. (Granted, 1 out 10 INTJs did drop out, so clearly not all INTJs like law school and/or are successful at it.)

The ISTJs and ENTJs, the sensing and extraverted cousins of the INTJs, also had very low drop out rates; there is clearly something about law school that favors the TJ preferences. The book *Do What You Are* contains a section describing an INTJ lawyer's like and dislikes about their job. Google Books will allow you to access a [short snippet](#) out of the book which contains several interesting insights into the INTJ lawyer experience. The entire book is recommended.

Here is a look at the sample of law students, as organized by how likely they were to attend law school compared to the general population. For example, there were 1.69 times more ENTJs in law school than one would normally find in the general population.

ENTJ	1.69, 285 total	37 dropped out for a 0.78 drop out ratio
ISTJ	1.43, 236 total	28 dropped out for a 0.71 drop out ratio
ESTJ	1.41, 295 total	44 dropped out for a 0.90 drop out ratio
ENTP	1.34, 245 total	46 dropped out for a 1.13 drop out ratio
INTP	1.26, 221 total	42 dropped out for a 1.15 drop out ratio
ISTP	1.23, 87 total	18 dropped out for a 1.23 drop out ratio
INTJ	1.19, 194 total	22 dropped out for a 0.68 drop out ratio
ESTP	1.03, 87 total	12 dropped out for a 1.03 drop out ratio
INFP	0.67, 120 total	31 dropped out for a 1.56 drop out ratio
ISFJ	0.62, 58 total	13 dropped out for a 1.34 drop out ratio
ENFP	0.61, 132 total	32 dropped out for a 1.45 drop out ratio
ESFJ	0.60, 80 total	14 dropped out for a 1.04 drop out ratio
ENFJ	0.57, 75 total	14 dropped out for a 1.13 drop out ratio
ISFP	0.52, 33 total	7 dropped out for a 1.25 drop out ratio
INFJ	0.51, 58 total	58 dropped out for a 0.82 drop out ratio
ESFP	0.44, 42 total	6 dropped out for a 0.84 drop out ratio

²⁵⁶ Miller in Myers & Myers, 1980

²⁵⁷ The "drop out ratio" is simply a measure of how likely a type was to drop out compared to the sample as a whole. For example, the drop out rate of the entire sample was 374 dropouts for 2,248 students (~17%). The drop out rate for INTJs was 22 dropouts for 194 students, or ~11%. 11% divided by 17% gives a 0.68 drop out ratio for INTJs, the lowest of all types.

Intelligence Studies

Intelligence Studies is the analysis of information for the purpose of spying, law enforcement, or corporate purposes. These are the people that go on to work for the CIA, FBI, and the all-knowing NSA. A study attempted to determine what types were attracted to this field (read [here](#)).²⁵⁸

As with the case of the law students, we also have some data on the dropout rate for each type. Unfortunately, the sample size (48 students) here is so small that it doesn't seem to matter—at all.

This first set of data is for 48 freshman/sophomores in the intelligence studies program.

INTJ 8.09 as many as expected, 8 total

ENFJ 3.39, 4 total

ENTP 1.96, 3 total

ESTP 1.94, 4 total

ENFP 1.81, 7 total

INTP 1.28, 2 total

ESTJ 1.20, 5 total

ENTJ 1.16, 1 total

ISTP 1.16, 3 total

ISFJ 0.30, 2 total

ESFP 0.98, 4 total

ESFJ 0.34, 2 total

ISTJ 0.54, 3 total

(No other types were represented in the sample.)

INTJs were very strongly represented in this group. But what about among the upperclassmen? Were INTJs represented in the junior/senior population, or did they all drop out? In a strange twist, the INTJs completely disappeared. I would like assign a cause to this extinction event, but Gilchrist, a researcher for the Department of Homeland Security, noted that the disappearance was not statistically significant—i.e. it could simply be due to random chance. A larger sample might shed light upon the matter. Here is what the type composition of the upperclassmen looked like:

INTP 1.77 as many as expected, 3 total

ENTP 1.21, 2 total

ENTJ 6.43, 6 total

INFJ 2.63, 2 total

INFP 1.75, 4 total

ENFP 1.19, 5 total

ENFJ 0.78, 1 total

ISFJ 0.28, 2 total

ESFP 0.45, 2 total

ESFJ 0.94, 6 total

ISTJ 1.33, 8 total

ISTP 0.36, 1 total

ESTP 1.35, 3 total

ESTJ 1.55, 7 total

(No other types were represented in the sample)

Conclusion? Gilchrist found that the intelligence studies program generally attracts those with the E, N, and T preferences.

Languages

INTJs are one of the types most likely to take another language. A study of 491 language studies students found that 31 (~6%) were INTJs; this is 2.12 times as many as would be expected in an average population of college students.²⁵⁹ INTJs are the second most overrepresented type, right after the INTPs, who liked languages a bit more.

NTs in general seem to have the greatest interest in languages; the top four types most represented among language students were INTP, INTJ, ENTP, and ENTJ.

INTP 2.34 times as many as would be expected in an average population of college students

INTJ 2.12 "

ENTP 1.79

ENTJ 1.75

INFJ 1.54

INFP 1.42

ISTJ 1.17

ISTP 1.15

ENFP 1.14

ESTP 0.99

ENFJ 0.90

ISFJ 0.60

ESTJ 0.57

ESFP 0.51

ESFJ 0.48

ISFP 0.39

INTJs are also good at languages. One study (read [here](#))²⁶⁰ examined the Level 4 language students, the cream of the cream of the crop. As the study's author, Ehrman, observed, "Those who achieve Level Four are among the true elite of good language learners. Achievement of Level Four in any skill is both very difficult and rare. It is almost never done in a classroom alone, though in the case of gifted learners, it may require only a short exposure to a foreign environment together with very advanced classroom work. For most, however, extended sojourns are the norm. But of course very few, even of those who spend a long time in a country, reach Level Four." Level 4 students are almost native speakers.

Ehrman studied a population of 3,145 students who were attending the Foreign Service Institute, a part of the U.S. Department of State responsible for training personnel in a wide variety of languages. Out of these students, only 67 (2%) reached Level 4. The most represented type was INTJ with 16.5% of the sample (11 students total). They were followed by the INTPs (8 students), ENTPs (7 students) and ENTJs (6 students), with the NFs following after in a big glob. Overall, intuitives did best, then intuitive thinkers, then introverted intuitive thinkers.

Ehrman speculated that the N penchant for seeing patterns could aid in picking up grammar, while the NT liking for precision of language could give a student an edge in grasping the actual native meaning of a given vocabulary word. Taken together, these advantages may explain why Ns, and NTs in particular, excelled.

259 Moody, 1988

260 Ehrman, 2008

Science

INTJs were the most highly represented type among a group of 705 Cal Tech science students.²⁶¹ There were nearly *four times* as many INTJs as would be expected. This is strong confirmation for the idea that INTJs are one of the main types among scientists.

INTJ 3.88 times as many as expected

INFJ	2.95
INTP	2.92
INFP	1.97
ENTJ	1.56
ENTP	1.42
ENFP	1.09
ENFJ	1.08
ISTJ	0.68
ISTP	0.50
ISFP	0.49
ISFJ	0.43
ESTP	0.22
ESFJ	0.18
ESTJ	0.12
ESFP	0.02

Liberal Arts

Hang out around scientists long enough, and sooner or later you'll hear someone poke fun at the poor liberal arts majors. It was a surprise when I found that INTJs are among the top four types most likely to take this major.²⁶² Granted, the real prize goes to the NFs, but it seems that INTs have a pretty strong showing. Out of 3,676 male liberal arts students, 267 (7.3%) were INTJs; probably the fact that the sample was all male inflated the percentage of INTJs in this case.

INFJ 2.38 times as many as expected

INFJ	2.38
INFP	1.92
ENFJ	1.64
INTJ	1.55
ENFP	1.35
INTP	1.31
ENTJ	1.31
ISFJ	1.06
ENTP	1.03
ESFJ	0.92
ISTJ	0.91
ESFP	0.66
ISFP	0.64
ISTP	0.64
ESTJ	0.60
ESTP	0.49

²⁶¹ Myers & Myers, 1980

²⁶²

Art

Fine Arts

Are INTJs one of the more artistic types? A small study of 33 Fine Arts majors in their senior year indicates that the answer can be sometimes yes.²⁶³ There were 4 INTJs, making them one of the most overrepresented types in this tiny but evidently exclusive group.

INTP 3.60 times as many as expected in comparison to a freshman class; 6 total

INTJ 2.96; 4 total

INFP 2.73; 10 total

INFJ 2.02; 3 total

ENTJ 1.40; 2 total

ISTP 0.95; 1 total

ENFP 0.86; 4 total

ISFP 0.57, 1 total

ENFJ 0.46, 1 total

ESFJ 0.36, 1 total

(No other types were represented in the sample.)

Art education

INTJs aren't necessarily interested in Art Education, however. This seems to be the domain of NPs.²⁶⁴ This study contained 31 Art Education students.

INTP 2.55 as many as expected, 4 total

INFP 2.33, 8 total

INFJ 2.15, 3 total

ENFP 1.61, 7 total

ENTP 1.32, 2 total

ESFJ 1.16, 3 total

ENFJ 0.98, 2 total

INTJ 0.79, 1 total

ESFP 0.56, 1 total

(No other types were represented in the sample.)

263 Stephens in Myers & Myers, 1980

264 Stephens in Myers & Myers, 1980

Mental Health and Rehabilitation

Occupational Therapy

A study of 29 senior occupational therapy students found 1 INTJ. The major seems to appeal primarily to extraverted feelers.²⁶⁵

ESFJ 2.48 times as many as expected, 6 total
ENFP 2.21, 9 total
ENTP 2.11, 3 total
ENFJ 1.05, 2 total
ISFJ 1.03, 2 total
INTJ 0.84, 1 total
INFJ 0.77, 1 total
INTP 0.68, 1 total
INFP 0.62, 2 total
(No other types were represented in the sample.)

Counselor Education

The field of counseling basically belongs to the NFs, or so suggests a study of 118 Counselor Education students.²⁶⁶

ENFP 2.23 times as many as expected, 37 total
INFP 2.14, 28 total
INFJ 2.07, 11 total
ENFJ 1.81, 14 total
INTJ 0.62, 3 total
ISTJ 0.53, 4 total
INTP 0.50, 3 total
ESFJ 0.41, 4 total
ENTJ 0.39, 2 total
ENTP 0.35, 2 total
ISFP 0.32, 2 total
ISTP 0.27, 1 total
ISFJ 0.25, 2 total
ESTJ 0.22, 2 total
ESTP 0.00, 0 total

²⁶⁵ Stephens in Myers & Myers, 1980

²⁶⁶ Myers & Myers, 1980

School Administrators

This isn't a major, but it is of interest. A study of 124 school administrators found that there were almost twice as many INTJs as would normally be expected.²⁶⁷ Note the predominance of the judging preference throughout this sample.

INFJ	3.44 times as many as expected
ISFJ	2.44
ESFJ	1.87
INTJ	1.72
ENFJ	1.59
ENTJ	1.58
ISTJ	1.40
ESTJ	1.39
ENFP	0.68
INFP	0.58
ESFP	0.38
ISFP	0.18
ENTP	0.20
INTP	0.14
ESTP	0.10
ISTP	0.00

How about that, the INTJs actually beat out the ENTJs. Still, this is a bit of an odd sample, considering it deals with leaders. One doesn't usually see so many FJs at the top.

²⁶⁷ von Fange in Myers & Myers, 1980

INTJs and the Changing Face of Education

One of the interesting developments in higher education is the rise of MOOCs—super cows that devour—okay, okay, the truth. MOOCs are Massively Open Online Courses. You may have heard of MMOGs (Massively Multiplayer Online Games) such as World of Warcraft. MOOCs differ from MMOGs in that they are somewhat less fun, and hence have a higher dropout rate.

Here's how a MOOC works. A group of people (professors, media designers, etc.) get together and create an online course that features some or all of the following: recorded lectures, automated homework and quizzes, peer-graded assignments, interactive exercises, and yes, *games*. (We'll say more about "gamification" later.)

What makes MOOCs so special? Well, you may have noticed that it is now possible for a single individual to distribute a file at zero cost to everyone in the world with just the use of an internet connection. The file may have cost millions of dollars to produce, but once it has been produced, it can be reproduced infinitely for free. Suppose the file in question happened to be a college education?

And here is where MOOCs come in. A college course that would cost one person thousands of dollars to take "in real life" can be taken for free on the internet by millions. Although institutions have been understandably reluctant to grant college credit for MOOCs, it is generally agreed that this development is imminent.

So how will MOOCs change the personality scene?

Two words: personalized education. One problem with the education system is that it delivers a one-type-fits-all experience. Elementary school teachers are mostly ESFJ,²⁶⁸ high school teachers are predominantly Guardian,²⁶⁹ and college professors favor NJ.²⁷⁰ (The latter fact explains why many INTJs (in fact, most intuitives) enjoy the college environment more than the high school environment.) However, there is a problem with this approach in that certain type-based learning styles are favored for success thanks to the type preferences of the teachers. The Artisans, in particular, have a learning style that is the anathema of Guardian teachers. Obviously this is a problem for the Artisans, because the Guardians run school up till college. Other types, like the INTJs, are natural learning machines. They often find that school is too slow for them and suffer boredom as their potential goes unfulfilled.

MOOCs change this equation by 1.) giving a student a huge selection of teachers to choose from, and 2.) dropping the teacher from the equation entirely. In the latter case, much of the teaching and grading is handled by a more-or-less-typeless computer program. Everyone can progress at their own speed, and fast learners are no longer held back.

But this is only part of the solution. Suppose it were possible to give a MOOC program *its own type*? For example, suppose that the structure and delivery of a MOOC was adapted to the learning style favored by INTJs, ESTPs, ISFJs, etc? This isn't as far off as one might think; thanks to data mining and machine learning, it is possible for a program to study its user and create a customized experience for them. In fact, one group has already created a cellphone interface that learns its user's MBTI personality and adapts to match.²⁷¹ MOOCs will someday make it possible for each type to learn in the way that suits them best.

268 McCutcheon, Schmidt & Bolden in Kent & Fisher, 1997

269 Hoffman & Betkouski in Kent & Fisher, 1997

270 DiTibeiro; Sears, Kennedy, & Kaye in Beckham, 2012

271 Lee, Choi & Stonier, 2012

Okay, so now we have a free, personalized education system that adapts to your personal learning preferences. What could be better? Well, gamification, of course! "Gamification" is the process by which school begins to look progressively more like World of Warcraft. It is predicted to be the next big trend in education, right after MOOCs.

Let me give you an example of how gamification works. INTJs are one of the types that most likes learning languages. As any one who has taken a language knows, there's a lot of vocabulary memorization, drills, grammar rules, etc. The teacher gives lectures to explain new material, and you are expected to translate sentences for homework. Occasionally there will be an in-class learning game (like a crossword puzzle or bingo).

There are many ways in which this content could be digitized. Lectures could be recorded; homework autograded by computer; drills run by a flashcard program, etc. This was all done years ago by programs like Rosetta Stone. The problem with such programs is that they are phenomenally overpriced. And also no fun.

[Duolingo](#), an online language learning program, solves both these problems by being a.) free, and b.) gamified. The program incorporates the videogame concepts of lives, points, and levels. A learner can brag to their friends that they are a Level 14 in Portuguese, have 14,000 skillpoints, and have solved the lessons with all three hearts remaining. A friendly NPC (non player character) owl expresses joy when you play and misery when you skip your daily lesson. What's more, Duolingo users outperform Rosetta Stone users on language tests.

This is only the most basic sort of gamification, of course, but the program's developers have already expressed interest in adding more game features. One can easily imagine uses for 14,000 skillpoints—purchasing items, opening cut scenes, unlocking easter eggs, adding new abilities, etc. The possibilities are almost endless. Can you imagine a future where a child voluntarily spends nine hours a day practicing Spanish vocabulary words to level up their character? That's where things are headed.

So remember how INTJs are one of the types that most likes computer games? I predict that when gamification becomes the norm—because it inevitably will—INTJs will be one of the types that enjoys it the most. I can only imagine what will happen when these two great INTJ pastimes merge into one united venture. INTJ children will whine, "But mom, it's a learning game!"

INTJs and Asperger's Syndrome

In INT internet communities, the question of a link between Asperger's syndrome and type comes up over and over again. Several responses typically appear, namely:

- “Suppose that Asperger's syndrome is simply INT taken to an extreme?”
- “I'm an INT and I have this problem.”
- “You're misdiagnosed.”
- “I'm an INT and I have a sibling/acquaintance/friend who has this problem and there is definitely something wrong there.”
- “I know someone with Asperger's and I don't think they're an INT.”

The reason that these questions keep coming up over and over is that many of the descriptions of Asperger's syndrome symptoms read like a checklist for how to identify an INTJ.

- Lack of social skills? - *Oh yeah.*
- Lack of empathy? - *Depends on how hard the T in INTJ is.*
- Flat, formal, advanced speech? - *Yes.*
- Obsessed with learning about certain interest areas—*Absolutely.*
- Talk a lot about their favorite subject—*If you can find someone who will listen...*
- Above average sensitivity to tastes, noises, lights, etc—*Has been found to describe all introverts: a drop of lemon juice placed on the tongue will cause an introvert to salivate more than an extravert.*²⁷²
- Measurable associations with math and science—*No question about it*

Yet there are also some symptoms which do seem to be exceptions to the INTJ description--particularly a strong emphasis on details, a trait which is typically associated with sensing. However, as we have seen, INTJs can be quite precise, methodical and thorough when their current investigation requires it. So what does the research say?

Duke (2006) used the Murphy-Meisgeier Type Indicator for Children-Revised (a version of the

272 Eysenk; Deary, Ramsay, Wilson & Raid in Bayne, 2005

MBTI meant for kids) to obtain the types of children diagnosed with an autism spectrum disorder. The children were of “normal intelligence.” It was Duke's hypothesis that ISTJs might be the type that best matched the ASD symptom profile. But while Duke found that the children were more likely than average to be Introverted and Judging, no specific link to type ISTJ was found.

ASD and the Big Five

Since the Big Five is correlated to the MBTI, we can cautiously use Five Factor studies to probe at the relationship between type and ASD. (I have taken the liberty of translating the Big Five descriptors into familiar MBTI descriptors, though such translation is by no means exact.)

One study found that autistic traits were associated with IT and Neuroticism.²⁷³ Another study found that a group of 64 adults diagnosed with Asperger's had higher ITP scores and Neuroticism compared to a control group.²⁷⁴

A third study had 320 university students take both the NEO-PI-R and the Autism Spectrum Quotient (AQ) test.²⁷⁵ (You can read or take the AQ test [here](#).) It was found that ASD traits were correlated with IP and Neuroticism. Interestingly, the AQ test separates ASD traits out into five categories. Each category turned out to be correlated (strongly or weakly) to certain aspects of the Big Five.

- Social skill (lack thereof): ITP + Neuroticism
- Attention switching (staying absorbed in one thing at length; wanting a plan and routine): ISFP + Neuroticism
- Attention to details (noticing numbers, dates, small changes, details, patterns): ENJ
- Communication (lack of conversation skills) : ISP + Neuroticism
- Imagination (lack thereof): ISTP

It is interesting to note that only attention to details was associated with the judging preference (and also the extraversion and intuition preferences!). At any rate, it seems that attention to details was actually *not* correlated with sensing in this case. Meanwhile, attention switching—which I would have expected to be correlated with judging given its association with routines and plans—was in fact correlated with perceiving.

The AQ test has questions asking the respondent whether they would prefer to go to the library or a party, or if they enjoy social chitchat, or notice patterns in things. Many of the questions have obvious connections to type preferences independent of the existence of any issues. And this opens up another question.

Type and/or Disorder?

Chester (INTJ) (2006) published a descriptive study in which he attempted to ascertain what sort of overlap there might be between ITPs and Asperger's syndrome (read [here](#)). He examined 19 Asperger's symptoms to see if there was any resemblance to known type characteristics. Significantly, he not only compared the characteristics of well-developed types, but also of poorly developed types.

273 Austin in Wakabayashi, Baron-Cohen & Wheelwright, 2006

274 Kanai, Iwanami, Hashimoto, Ota, Tani, Yamada & Kato, 2011

275 Wakabayashi, Baron-Cohen & Wheelwright, 2006

The symptoms he assessed were as follows:

For well-developed types:

A preference for being alone; leading a solitary lifestyle; “spacing out (involuntarily);” “shutting out, blocking (deliberately);” having a hyperaroused nervous system; being unaware of the outside world; communicating in an associative manner; thinking in an associative manner; proceeding from specifics to generalities; thinking in pictures; lack of social skills; a limited choice of careers; “relentless reading;” perseveration; and immaturity.

For poorly developed types:

Anger and regret; low self esteem; rigidity; relying too much on logic; confusion of Feeling judgment and emotion; and talking too much.

For most (but not all) of the symptoms listed for well-developed types, Chester found intriguing similarities between common ITP type-based behaviors and “abnormal” characteristics that have been explained as symptoms of Asperger's. In fact, many type-explained behaviors and Asperger's-explained behaviors were almost identical. He also found evidence that poor ITP type development could be indicated in some cases.

Now, INTPs and INTJs have quite a bit in common, or so I judge by the fact that I ended up copying huge swaths of *The Secret Lives of INTPs* directly into *The Secret Lives of INTJs*. Right away we see traits in Chester's list that could apply to INTJs as well as INTPs: a preference for being alone; leading a solitary lifestyle; “spacing out (involuntarily);” “shutting out, blocking (deliberately);” having a hyperaroused nervous system; being unaware of the outside world; communicating in an associative manner; thinking in an associative manner; “relentless reading;” and perseveration.

But there is another interesting angle here. Chester, alluding to the pathological bias in psychology, discusses the fact that certain notable people who have retroactively diagnosed as having Asperger's were not exactly disabled by said disorder. For instance, Bill Gates, one of the richest men in the world; Thomas Jefferson, a U.S. President; and Isaac Newton and Einstein, revolutionary scientists. As Chester notes, "According to Keirsey (2003), Jefferson and Einstein had type preferences of INTP. Newton preferred INTJ, and Bill Gates prefers ENTJ. Is it purely by coincidence that two of the four men share the same type and all four share a temperament?"

I very much doubt it is a coincidence. If you dig into the literature, there are many ordinary NT traits (and more particularly INT traits) described in Asperger's articles, books, websites, etc. Not that all people with Asperger's are INTs, but there are definitely some strong parallels. Isn't it interesting that there is a high concentration of Aspies around Silicon Valley, the Land of the Computer-Obsessed Rationals?

Chester concluded that “Asperger's Syndrome...seems indistinguishable from certain of the Jungian/Myers-Briggs personality types” and added that “it is sometimes difficult to tell whether a person's behavior represents a type characteristic or a symptom of the disorder.” Significantly, he concluded, “In no case did I find that the type preferences of people diagnosed with Asperger's Syndrome were understood or encouraged.”

Chester suggests that Asperger's may in some ways be a Pygmalion project. He examined the reactions and thought processes of four mothers of sons with Asperger's syndrome as described in works of literature. Their behaviors seemed to indicate that the mothers had ENFJ or ESFJ preferences. Two of the mothers appeared to be carrying on Pygmalion projects, and there were hints indicating that the other two might also be doing so.

This of course raises an intriguing point. The goal of treatment for children with Asperger's syndrome is to change the child's behaviors to match social norms. But what do type practitioners have to say about raising children of any type? Unanimously authors and researchers agree that parents should support and nourish the development of a child's type-based traits rather than attempt to mold their children into other types, even more normal SP/SJ types. If a child is not supported in their type development, say practitioners, it leads to stunted personal growth, low self esteem, and long-lasting neuroses. The treatment for Asperger's syndrome and the child-rearing strategy recommended by type practitioners would seem to be at odds with each other.

Conclusion

There appears to be some evidence supporting a relationship between type INTJ and Asperger's. Whether this relation is a matter of definition, degree, or actual concurrence remains to be seen.

INTJ Detectives and Personality Disorders

Coolidge Axis II Inventory (CATI)

A research team did a study comparing MBTI types with various personality disorders to see if there were any relationships (read [here](#)).²⁷⁶ To do this, they took a group of 332 people and had them take the MBTI and the Coolidge Axis II Inventory (CATI). Then they observed which type(s) or preferences were correlated with which personality disorders.

The list of the 14 personality disorders tested for by the CATI were correlated with MBTI characteristics as follows: Antisocial (N, T, P); Avoidant (I); Borderline (N, P); Dependent (I); Depressive (I, T); Histrionic (E, F); Narcissistic (N); Obsessive-Compulsive (I, S, T, J); Paranoid (I, T); Passive-Aggressive (I, N, P); Sadistic (N, T, P); Self-Defeating (I, N); Schizoid (I, T); Schizotypal (I, N, T, P).

Generally speaking, it was found that the factors I, N, T, and P were most likely to be associated with mental illness.

Number of Disorders Characteristic of Each MBTI Pole:

- Introversion – 9
- Intuition – 7
- Thinking – 7
- Perceiving – 5
- Extraversion – 1
- Sensing – 1
- Feeling – 1
- Judging – 1

It would seem that mental illness—or at least our society's conception or incitement of it—is

²⁷⁶ Coolidge, Segal, Hook, Yamazaki & Ellett, 2001

definitely related to type. Extraverts, Sensors, Feelers, and Judgers aren't very likely to be diagnosed with personality disorders in comparison to Introverts, Intuitives, Thinkers, and Perceivers.

As you've probably noticed, there is one disorder that seems to match type INTJ particularly well: obsessive compulsive personality disorder, or OCPD (it's actually different from plain ol' OCD). We'll look at this personality disorder shortly.

Obsessive Compulsive Personality Disorder

Most of us have probably heard of OCD; however, what we are actually going to talk about is OCPD. The difference is that people with OCD tend to perform *repeated rituals* such as hand washing, flicking the light switch on and off three times before going to bed, brushing teeth many times per day, etc., whereas people with OCPD don't feel the need to repeat rituals over and over. Rather, they are perfectionistic and meticulously preoccupied with details, procedures, lists, etc.; driven to work to the exclusion of all else; rigid about rules and principles; tend to hoard items and money; micromanage, and are generally just stiff and stubborn.

It's fairly obvious why ISTJs (and to a lesser extent, INTJs) could be seen to have this disorder. But as we've seen throughout this book, many of these symptoms are simply typical ITJ traits. Is it fair to call OCPD a "disorder"?

Let's pretend that we have a disease called "Spotfang Disorder." To be diagnosed with this disease, the patient must exhibit five of the following symptoms—any five.

1. Patient has a beating heart.
2. Patient has persistent cough.
3. Patient has long fingernails.
4. Patient has blue eyes.
5. Patient has purple and pink spots all over skin.
6. Patient has fangs.
7. Patient has brown hair.

There would seem to be some problems with the operational definition of this disease, wouldn't there? Particularly, there are many healthy people with brown hair, blue eyes, long fingernails, and a beating heart. But not all patients cough—unless they've been chain smoking for twenty years or have a cold. And very few patients have purple and pink spots and fangs.

The problem with our definition of Spotfang disorder is that it creates a situation in which many healthy people can be diagnosed with this disease even if they do not actually have spots or fangs. 5 out of the 7 symptoms required for a diagnosis could conceivably be possessed by an ordinary person, and this meets the definition of the disease. Even ordinary INTJs possess a lot of the symptoms of OCPD; indeed, in many cases it isn't a bug so much as a feature.

It should be noted that the researchers who did this study used the "dimensional" approach rather than the "categorical" approach. The categorical approach takes the view that one is either mentally ill or one isn't. Even if a person exhibits many symptoms of a mental illness, but does not meet the exact definition (say a person falls one symptom short) then that person is considered to be mentally sound. Either you are over the line or you are behind the line; there is no middle ground.

By contrast, the dimensional approach takes the view that mental illness exists on a spectrum, i.e. a

person can be 10% OCPD, 30% OCPD, 50% OCPD, or 100% OCPD. The downside of the dimensional approach is that just about everyone is considered a bit crazy. Normal INTJs are known for being hardworking, meticulous, stubborn and strict about principles—thus they "naturally" meet a number of the official DSM symptoms and are partially OCPD by default.

We've already discussed Mordecai the hitman and his love for symmetry. But I was interested to find that OCPD is also a trait that appears in several well known INTJ detectives.

INTJ Detectives

It may come as a surprise that one of Isabel Myers' first literary efforts was a semi-type-based murder mystery, *Murder Yet to Come*. It was a best selling hit, and a good read too.

Is there a "detective type"? I don't think so, but each type does produce its own unique brand of detective. An SP detective does most of his detecting out on the street with a gun in hand. The bad guys are often quickly discovered, and the real goal of the "mystery" is to catch them before kill the SP. By contrast, an SJ detective sifts through gossip and rumors by making small talk with the suspects. They will figure out a suspect's family tree and gather reams of evidence on the suspect's personal life, neighborhood, job, marriage, etc. (I have a suspicion that SJ detectives tend to be the type which owns mystery-solving cats.) NT detectives, of course, are most interested in the intellectual challenge of solving the puzzle; for them, it is the intricacy of the problem that fascinates and motivates. Since solving the mystery is paramount, most NT detectives tend not to disclose suspects until late in the game. (I couldn't find any NF detectives, but I'm sure they exist.)

In this section we'll look at three INTJ detectives representing several popular mystery genres. Two of the three sleuths exhibited traits of OCPD. We'll also look at Picard and Isaac Newton's detective abilities.

Adrian Monk, Obsessive Compulsive Detective

Evidence for INTJ

- Shy in front of crowds; terrible stage fright (I)
- Soft spoken (I)
- Didn't leave his house for three years after his wife died (I)
- Imaginative detective style; pictured entire scenes in his head (N)
- Intuitive methods of detection. He would find one tiny clue and "just know" that a suspect was the killer (N)
- Was infamous for seeing connections between seemingly unrelated events (N)
- Played chess with his assistant Sharona (NT favorite pastime)
- Nonreactive to shocking events; was able to watch a woman get her head squashed by an elephant without reacting (NT)
- Sarcastic, ironic sense of humor (NT)
- Argumentative (NTs favored most)
- Stickler for exactitude; insisted that statements be phrased precisely (NT)
- Insensitive to the feelings and needs of his companion Sharona; not empathetic (T)
- Would be better described by the word "cool" than "warm" (T)

- Worked in police (TJs favored)
- Kept house spotless; he could even clean in his sleep (J neatness)
- Arranged everything symmetrically (J neatness)
- Tidied up messes wherever he found them (J)
- Exact about time; resented approximations (J time orientation)
- Neatly and tidily dressed in formal attire (J sharp dress, formality)
- Had OCPD (Favors ISTJ, then INTJ)
- Described as "perfectionistic" (Favors ISTJ, then INTJ; to a lesser extent INPs)
- Gave direct commands as opposed to information (NTJ favored over NTP)
- Cautious; disliked driving fast, insisted on wearing seat belts. As a child, he considered a swing set to be a "death trap." (ITJs,²⁷⁷ SJs favored for cautiousness).
- Disliked travelling (INTJs are the least interested in "international opportunities" of all NTs)²⁷⁸
- Would only drink one specific brand of bottled water (Customer loyalty favors INTJs most)²⁷⁹
- In therapy (INTJs are the NT type most willing to go into therapy)²⁸⁰
- Very tight with money (INTJ particularly favored)²⁸¹

Evidence against INTJ

- Unassertive (INTJs not favored)
- Had difficulty making decisions. If asked to choose between left or right, he would go "Left... No wait, right. Left! Right! Wait, make that left." He would only stop switching between alternatives when someone forced him to choose. (P)

Detective Adrian Monk (INTJ) of the Los Angeles Police Department was deeply in love with Trudy, his wife of seven years. When she was killed by a car bomb, it threw him into a mental downspiral that culminated in a psych discharge for OCPD/OCD.

Not that Monk *always* had OCPD/OCD. It wasn't until after his wife was murdered that his latent tendencies were activated (which actually happens in real life). You see, Monk was not a healthy INTJ to start out with. He had a tightly controlled childhood. His mother numbered the family's coffee cups so that they could all be put back in order; breaking cup #9 scarred Monk's bother for life.

A young Monk had difficulty fitting in. He had no friends as a kid, though he tried to appear normal by buying pop culture items, like albums of popular bands and flags for sports teams. (Not that he was interested in them at all.) Finally, his father left when he was ten years old.

Despite many problems, by the time he reached adulthood he was fairly happy. He had a wife who loved him and a job that fulfilled him. When both these things were taken from him, it was too much to bear. When the time the show started, Monk was a brilliant wreck. He had all the same mental powers that had won him a reputation as the best detective in Los Angeles, but he was also

²⁷⁷ Thorne & Gough, 1991

²⁷⁸ Myers, McCaulley, Quenk & Hammer, 1998

²⁷⁹ Duncan, 2008

²⁸⁰ Myers, McCaulley, Quenk & Hammer, 1998

²⁸¹ Gerdes, 2010

saddled with innumerable compulsions and phobias.

Believe it or not, the show *Monk* is actually a comedy. It turns out that when you combine a miserable, life-crippling disability with an INTJ's sense of humor, independent spirit, and stubbornness, it isn't nearly as gloomy as you would expect. Much of the humor in the show derives from Monk's persistence in attempting to conform the outside world to his inner vision of orthogonal perfection.

- He would notice that the odometer read 999999 and try to get it to 1000000 by driving back and forth, back and forth...while on a stakeout.
- He hurt his hand and had to get a bandage. So then he got a second bandage on his other hand so that they would be symmetrical.
- When you vacuum the carpet, it leaves lines behind. For Monk, it was important that the lines be straight and form 90° angles to the walls.
- Once, when trying to rescue his brother from a burning house, he paused, coughing on smoke, to straighten some disarrayed books.
- He separated his foods and ate them from different plates.

It might seem like there was nothing good about Monk's problems. However, this tells only half of the story; in fact, the same traits that fueled his OCPD also fueled his detective abilities. Monk always described his situation with the statement, "It's a gift...and a curse," because the same powers that enabled him to do great detective work also formed the basis of his OCD/OCDC. The gift vs. curse dilemma is a theme in type and mental health.

Detecting Style

Monk had a highly intuitive detection style. He was particularly noted for being able to see connections between things that seemed on the surface to be unrelated. For instance, he would observe that someone who was tall committed a crime in one area, then connect this fact to that another, much different crime was committed by a tall man in a different area. The sensing police would point out to him that there were tons of tall criminals in the world, and that was a connection between the two crimes was improbable. But to Monk's intuition, this was enough to go on.

In another case, he believed that a murderer was trying to prevent him from connecting two disparate articles in a newspaper which could incriminate when put together. As Monk speculated, "He [the murderer] knew I was the only one who could possibly see the connection between them." (The newspaper theory turned out to be spurious, but Monk actually did solve several other, unrelated crimes by studying the paper.) On another occasion, he figured out that two very different murders were connected because the serial numbers on the dollar bills used in each murder were sequential. His intuitive ability to make connections was a key part of his detection abilities.

Yet, seemingly in contradiction to this, he also noted minute physical details, i.e. the serial numbers. One of the arguments one often hears in discussions over the type of famous detectives is, "They can't be an intuitive because they notice details." This is true, to an extent; Hennessy (1999) noted that sensor police officers tend to be better at collecting evidence at a crime scene than intuitive officers. However, a Rational will notice whatever they have trained themselves to look for in order to pursue their current subject of interest. I, a geologically trained intuitive, can see all kinds of things in a rock that an average sensor would not notice. An intuitive archaeologist will notice details like a dead fly lying behind the door of a tomb because these details hold significance when placed in the context of a larger body of knowledge. Such "details" do not seem like the purview of

an intuitive, but if they are needed in order to advance a scientific project, a Rational will attend to them. A Rational detective looks at the evidence of a crime with the same closeness as a scientist examining a specimen of interest.

Among the NTs, the INTJs are the kings of detail. Monk's ability to notice details put him way ahead of other detectives. And not only did he notice details, he committed them permanently to long term memory. On one occasion, he accidentally knocked hundreds of tacks off of a map; he was subsequently able to replace all the tacks from memory. This ability to notice things is where "curse" part of his gift comes in. He noticed not only clues, but also tiny imperfections that needed to be fixed—specks of dirt, crooked books, off-center objects.

In Monk's case, it is clear that OCPD constitutes a disability, albeit one with a significant upside. When we look at Hercule Poirot next, we shall see an example of how OCPD traits can be almost nothing but upside.

Customer Loyalty

In one episode of Monk, the writers correctly intuited one of the more fascinating aspects of the INTJ character. The gist of the episode is that Monk visits Mexico, only to discover that no one carries the brand of bottled water he likes, Sierra Springs. Friendly Mexicans offer him every other brand of bottled water, but he refuses them all. He goes for several days without drinking water in spite of terrible dehydration. Would you believe that Monk is exhibiting an exaggerated version of a normal INTJ trait?

Customer loyalty can be defined as how long a customer maintains a relationship with a particular business. By this definition, INTJs are the most loyal customers of all. A study tracked how long customers of each type had maintained a business relationship with an automobile dealership (read [here](#)).²⁸² It turned out that the average relationship length for INTJ customers was 18.0 years, five years longer than the nearest runner ups, aka the INTPs. By comparison, the average customer relationship lasted only 5.7 years. INTJs remained loyal customers about 12 years longer than average.

The study concluded that if an automobile manufacturer could identify and deliberately attract INT customers (i.e. with a customized INT-oriented webpage) then they could continue to reap business from them for some time. The researchers concluded that “the traditional paradigm of the gregarious salesperson may not be the most compatible with the MBTI introvert market segment.” (Introverts as a whole tended to have higher customer loyalty than extraverts.)

What if this study caught on? Would INTJs become the new used car salesmen? Would they be specifically targeted by advertisers? How long have you been favoring the local businesses with your patronage?

Of course, Monk's case is a bit extreme. He had a motto, "Never change anything. Ever." Now, this does not sound like the sort of thing a Rational would say, does it? Rationals incessantly strive to improve things, which inevitably leads to change. However, Monk mainly disliked changes in (for instance) the decor of the restaurants he frequented. He was all for technological progress in the area of, say, new cleaning devices.

Trudy

Monk and Trudy were married for seven happy years. I rather suspect Trudy was an INF. She was described as "quiet" and "smart" and got excellent grades; in fact, she was the valedictorian at one

school she attended. Besides this, she wrote poetry—romantic poetry—about her future husband, but reportedly did not date much. (Fantasizing about one's true love in poems, but not actually pursuing numerous relationships screams INF.) She was good at English Lit, an NF favorite, but weak in Algebra, an NT favorite.

Monk's incredible ability to make instant connections between widely separated details came out unexpectedly when it came to his wife. After her death, he was walking down the street when he noticed something significant—he couldn't figure out what—about a woman he had never met before. It was only later that he realized what had struck him about her. Trudy was an organ donor, and when she died, her corneas were implanted into the other woman. The stranger actually had Trudy's eyes. Monk could recognize them anywhere.

Monk's grieving process offers another window into the INTJ psyche. He talked to his wife as though she were still alive, and frequently imagined scenes of his old life with her. INTs have an excellent imagination, and when they are in love they can play out long, vivid scenes about dates or intimate encounters with their beloved.²⁸³ In Monk's case, he continued to vividly remember his life with Trudy.

Intuitives, with their penchant for abstract thinking, find it easier to imagine that their beloved is still around, but perhaps located on a different plane of existence.²⁸⁴ Trudy, who was probably also an intuitive, understood this way of looking at death; her last words were "bread and butter," a sort of in-joke between her and her husband which indicated that though they might be apart temporarily, they were not actually gone from each other forever.

Less characteristic of the intuitive preference is Monk's habit of hanging onto all kinds of large and small mementos of his wife; for instance, a key ring, a Christmas present, etc., that reminded him of her. Keeping around the possessions of the deceased is more of a sensor trait.

Sharona, the ESTP Foil

One of the interesting things about characters is that they tend to come equipped with an ESP sidekick who serves as a foil. All of the INTJ detectives I have profiled have had an SP partner, and ESTPs were particularly favored. (This includes two more INTJ detectives who I did not list here. If you're curious, check out A.J. Simon, an INTJ private detective from the show *Simon & Simon*, and Jupiter Jones, the INTJ leader of a boy's detective club from *The Three Investigators* series.)

Naturally, we are curious why all these ESPs (and particularly ESTPs) keep popping up. It can't be a coincidence, can it? The answer to this question lies in the concept of "foils." A foil is a character who has a nature opposite that of the hero. The foil serves several purposes: to make the hero's personality stand out more; to balance the hero's strengths; and to compensate for the hero's weaknesses. In this case, the letters ESP compliment and compensate for the letters INJ. But why ESTPs, then? Shouldn't the ideal INTJ foil be an ESFP?

If I had to guess, I'd say that ESFPs are considered a little too "soft" to handle a TJIN. ESTPs are the most dominant of the Artisans, and they won't be pushed around or overawed by their INTJ counterpart's abilities and thinking tough streak. Besides this, the crime genre has many uses for ESTP skills, i.e. fighting, schmoozing, acting, etc. In other genres the T/F conventions may be different. In *Pride and Prejudice*, for example, Mr. Darcy had an ESFP foil, his friend Mr. Bingley. (And Bingley did indeed defer to Darcy.)

Monk's foil was Sharona, an ESTP and his nurse. She didn't take much from him, and was never

283 Kroeger & Thuesen, 1994

284 Tagliaferre & Harbaugh, 1990

afraid to share her opinions. They argued a lot, but neither of them seemed to be bothered by the continual clashes. In fact, at times they both enjoyed it, and would argue simply for the fun of debate. (Monk's next nurse, a feeler, was not nearly so good at standing up to him in an argument.)

While Monk pined for years over his one and only true love, Sharona hopped merrily from love interest after love interest. Sharona's happy go lucky, risk-taking personality provided an excellent contrast with Monk's cautious, methodical personality. As you can imagine, she also provided a great opportunity for type development.

Police

Since we're on the subject of the Los Angeles Police Department, we might as well look at Myers & Myers (1980) survey of 280 urban policemen.

ISFJ	2.16 times as many as would be expected in comparison to the general population.
ESTJ	1.64
ISTJ	1.72
ISTP	1.32
ESFJ	1.16
ESTP	1.02
ESFP	0.89
ISFP	0.82
INTJ	0.69
ENTJ	0.64
ENFJ	0.61
INFJ	0.51
INFP	0.51
ENTP	0.41
ENFP	0.35
INTP	0.30

INTJs weren't one of the most common types in this sample; however, a larger survey of 3,001 policemen did find that NTs were the second most common group in the police with 14% of police consisting of Rationals.²⁸⁵ The STs were still more common at 70% of the total. Hennessy (1999) noted that, "In the realistic, impersonal, logical world of law enforcement, NTs can also personify the 'tough cop' image."

Monk enjoyed being a member of the police, but after working as an on-call detective for several years, he discovered that he actually preferred being a consultant—it gave him more freedom, allowed him to cherry pick the most interesting cases, and he got to be his own boss. Although tolerant of the paramilitary structure, INTJs enjoy the freedom of managing their own work.

285 Martin in Hennessy, 1999

Hercule Poirot and His Little Grey Cells

Evidence for INTJ

- Often described as speaking quietly or murmuring (I)
- Extremely tight-lipped (I)

"Poirot loves being mysterious. He will never part with a piece of information until the last possible moment."
- Preferred to say nothing of his ideas until he was sure of them (I)
- Liked to ponder problems in silence rather than aloud; would stare off into space at length, lost in thought. Felt no need to talk the case out with a friend. (I)

"I was opening my lips, when Poirot stopped me with a gesture of his hand.
'Not now, not now, *mon ami*. I have need of reflection. My mind is in some disorder—which is not well.'
For about ten minutes he sat in dead silence, perfectly still, except for several expressive motions of his eyebrows."
- Disliked hustle and bustle and avoided large, noisy crowds; would retreat to private room for rest after exposure. (I)
- Willing to consider improbable ideas (N)

"'My friend,' he broke out at last, 'I have a little idea, a very strange, and probably utterly impossible idea. And yet—it fits in.'
I shrugged my shoulders. I privately thought that Poirot was rather too much given to these fantastic ideas."
- Was conscious of the fact that he had a habit of making things overcomplicated (NT)
- Impressively impassive (NT)

"Poirot's face did not betray a trace of whether he was disappointed or otherwise."
- Used mathematical metaphors (NT)
- Would not take anyone at their word; verified everything on his own (NT)²⁸⁶
- Extremely calm, self possessed, imperturbable (NT)

"I marvelled at Poirot's calm. His self-control was astonishing."
- He tried going into retirement, discovered that he hated relaxation, and went back to work (NT need for work)
- Strong self rebukes for perceived failure (NT)

"And I--" his anger burst forth freely--"miserable animal that I am! I guessed nothing! I have behaved like an imbecile! I should never have left that case here. I should have carried it away with me. Ah, triple pig!" [I have no idea what that means.]
- Had an admiration for logic and exactness—whether detecting or making card houses (NT)

"It is done—so! By placing—one card—on another—with mathematical—precision!"
- Relied on pure, abstract logic and prided himself on not requiring material evidence to verify his theories (NT)

"See you, one should not ask for outside proof—no, reason should be enough."

- Somewhat egocentric; referred to himself in third person (NT arrogance)
- Was an outstanding member of the Belgian police before becoming an independent consultant. (The modern police force is mainly ST, SJ, and to a lesser extent, NT.)²⁸⁷
- On vacation, he preferred to arrange detailed plans well in advance rather than doing things spontaneously (J)
- Extreme liking for symmetry, tidiness, and order—mental or physical (J)
"his neat, orderly mind"
- Disliked travel (INTJs are the NT type least interested in "international opportunities" as a job characteristic.)²⁸⁸
- Typically had a grave and serious demeanor (Male INTJs favored)

Everyone has heard of Agatha Christie, queen of the mystery genre. Her first published novel, *A Mysterious Affair at Styles*, (read [here](#)) centered around an INTJ detective named Hercule Poirot. Although nowhere near as OCPD as Monk, Poirot did have many of the same traits. In the paragraph below, for example, we learn of his Monkish habits of straightening and cleaning.

An extraordinary little man... He was neat and dandified in appearance. For neatness of any kind he had an absolute passion. To see an ornament set crooked, or a speck of dust, or a slight disarray in one's attire was torture to the little man until he could ease his feelings by remedying the matter. "Order" and "Method" were his gods. He had a certain disdain for tangible evidence, such as footprints and cigarette ash, and would maintain that, taken by themselves, they would never enable a detective to solve a problem. Then he would tap his egg-shaped head with absurd complacency, and remark with great satisfaction, "The true work, it is done from *within*. *The little gray cells*—remember always the little gray cells, *mon ami*!"

The preference for mental work rather than hands on work is characteristic of INTJ detectives. Poirot was a great champion of the mind, or as he put it, "the little gray cells." This is a considerably different style from that of say, Sherlock Holmes. Whereas Holmes was like an energetic ping pong ball bouncing around London hunting down clues and suspects, Poirot was a spider perched in the center of a web—the Professor Moriarty of justice, so to speak. From his mental vantage point, he would build up a model of the puzzle using pure logic. But what about the need to hunt for clues? Poirot dismissed the idea, stating, "Sitting at ease in our own arm-chairs, we see things that these others overlook." He was sort of like a psychological chess master, watching with steepled fingers to see how his leads would progress.

In many type circles there is something of a stereotype that INTJs are cold, hard, and inhuman. Certainly this can be the case, but generally it fails to apply. Poirot was a kind, mild-mannered Belgian gentleman. Because he was seldom harsh or critical, people tended to trust him, and they would take him into their confidence in personal matters. He additionally had an excellent understanding of human nature after a career of working on the police force. One has the feeling, however, that this understanding was intellectual—the result of long experience—rather than instinctual.

Symmetry, Symmetry, Symmetry

Let's look at some examples of Poirot's OCPD. In some ways, his symptoms were more dramatic than Monk's: he chose to buy a house because he liked the geometrical shape of the architecture. His decor also reflected his liking for symmetry: "Hercule Poirot sat in a square chair in front of the

²⁸⁷ Hennessy, 1999; Myers & Myers, 1980

²⁸⁸ Myers, McCaulley, Quenk & Hammer, 1998

square fireplace in the square room of his London flat." He would complain about things like oddly shaped toast (he would cut it into perfect squares before eating it) and the irregularity of golf courses ("The obstacles, they are not arranged mathematically."). Or note how he describes his appreciation for flowers:

He had stepped outside the French window, and was standing, apparently lost in admiration, before the various shaped flower beds.

"Admirable!" he murmured. "Admirable! What symmetry! Observe that crescent; and those diamonds—their neatness rejoices the eye. The spacing of the plants, also, is perfect."

Poirot's OCPD behavior is reminiscent of Monk's mild, preTrudy, state and later recovered state at the end of the show. It might be that if Poirot suffered a similar tragedy, he too would develop a full-blown version of the disorder.

Poirot, however, did not see his OCPD tendencies as a problem. At one point he was criticizing some suspiciously haphazard behavior on the part of a methodical serial killer. Poirot's SP friend Hastings piped up, "Isn't that because you're biased on that subject, Poirot? ... You yourself are normally methodical and orderly. It's almost a disease with you." Poirot's reply was, "No it is *not* a disease! *Quelle idée!*" ["What an idea!"]

Considering that Poirot was happy, fulfilled, and successful in his chosen profession, I'd say he was correct not to consider his tendencies a disease. In fact, it was his very habit of tidying things up that often provided the key to the case. By noting crooked rugs, dust on shelves, rearranged vases, and other tiny, irritating details, Poirot often turned up inconsistencies that others missed. Poirot would probably say, "It's a gift, not a curse."

Multicultural INTJs

Poirot further furnishes us with an interesting look at how the INTJ personality manifests outside the American/British culture. INTJs are thought to be one of the less "feely" types, but upbringing can modify this tendency. As a Belgian, Poirot was accustomed to hugging his friends and kissing them on the cheeks as a matter of ordinary greeting. This of course horrified his stiff British acquaintances, who behaved more like stereotypical INTJs than Poirot did in this regard. An interesting contrast between nature and nurture.

SP Foil

Hastings (SP) was Poirot's "Watson," an impulsive, good-natured Englishman and loyal friend. He was said to have an open, honest, easy-to-read nature, and it was implied that he was not terribly bright. Following the SP pattern, Hastings was always chasing a new love interest while the case progressed. Whereas Hercule Poirot preferred to stay home and meditate on the problems of the case, Hastings was always pressing him to get out there and take action. Hastings also had a habit of disarranging the objects in Poirot's house and taking books out without putting them away. INTJ detectives seem to suffer from their choice of companions in this regard.

Author Corrected Type

In the first Poirot book Agatha Christie wrote, there were some anomalies that do not match typical INTJ behavior. For example, while noting Poirot's self control, Christie also had Hastings observe that, "I could not help regretting that my friend [Poirot] was so prone to lose his head in moments of excitement." Or how about, "And, in very truth, run and leap he [Poirot] did, gambolling wildly down the stretch of lawn outside the long window." INTJs are calm, restrained and self controlled—not excitable and frolicsome.

Christie too seems to have realized that she was writing in contradictory traits. She eliminated these out-of-character tendencies in subsequent books, demonstrating in the process an innate grasp of type.

The Little Grey Cells in Old Age

Hercule Poirot decided that when he reached a certain age, he would retire and work in his vegetable garden. Soon after this, he discovered that he was bored out of his mind and went back to work. This is an NT thing; every single one of the INTs I have typed continued their intellectual activities right up until they died. Elderly INTs, it seems, are not likely to spend their last days in front of the television. As Keirsesey observed, for a Rational, idleness is the worst sort of punishment.²⁸⁹

As it turns out, there is a correlation between mentally stimulating life-time habits such as reading, writing, library usage, etc. and a person's likelihood of developing dementia in old age (read [here](#), [here](#)).^{290, 291} In fact, a study found that those who remained mentally active in late life had a 32% slower rate of mental decline than those who were least mentally active (they had a 48% faster rate of decline). INTJs, it seems, are likely to retain their cognitive faculties into their golden years.

Nero Wolfe

Evidence for INTJ

- Preferred never to leave his house—ever (I)
- Disliked strangers (I)
- Disliked talking on the telephone (I)
- Terse (I)
- Tended to murmur or mutter (I)
- Liked reading; devoted significant quantities of time to it (N)²⁹²
- Spoke in complicated, formal sentences (NT speech style)
- Able to perform complicated mathematical operations in his head (NT math ability)
- Was able give up drinking, bad eating habits, and sedentary lifestyle cold turkey (NT self control)
- Seldom gave compliments (NT high standards)
- Had tight self control (NT willpower)
- Tended to consciously describe his own emotions aloud ("This situation angers me") without actually *expressing* the emotion through tone of voice and body language. (INT)
- Blunt to the point of rudeness (T)
- Not easily moved to pity (T)
- Had a hard, uncompromising streak (T)
- Maintained a very tight daily schedule that he followed religiously (J)

289 Keirsesey, 1998

290 Szalavitz, 2013

291 Sagon, 2013

292 Hicks in Myers, McCaulley, Quenk & Hammer, 1998

- Often gave direct commands (NTJ favored over NTP)²⁹³
- Very tight with money (INTJ particularly favored)²⁹⁴
- Disliked travel (INTJs are the NT type least interested in "international opportunities" as a job characteristic.)²⁹⁵

Evidence against INTJ

- Distrusted machines (SJ conservatism favored)
- Was addicted to alcohol (Argues against NT)

Unlike Monk or Poirot, Wolfe did not have any noticeable need to organize physical objects. He did, however, exhibit other interesting behaviors: he preferred to avoid ever leaving his house, or even moving *at all*. He also disliked all physical contact, and would come up with clever ruses to avoid shaking hands with people. Monk wouldn't do this either, but that was because people have germs. Wolfe simply disliked touch. NTs are not a particularly touchy feely bunch, though Wolfe took it to an extreme.

Who Needs Facts: The Intuitive Detective

Where Poirot exalted the power of method and logic, Wolfe focused on the messier art of intuition. He would make deductions without being able to explain precisely how the idea came to him. As his ESTP employee explained it at one point, "...something was happening so fast inside of him and so much ground was being covered, the whole world in a flash, that no one else could ever really understand it even if he [Wolfe] had tried his best to explain, which he never did." To Nero Wolfe, detection was not so much a science as an art. He "just knew."

Behind the Scenes

We've looked varying degrees of INTJ passivity, but no character in this book is so completely passive and removed from the world as Nero Wolfe. The man took the words "sedentary lifestyle" to a whole new level.

Not only did Wolfe dislike leaving his house—he avoided it for entire months at a stretch—but he also disliked moving at all. He had an elevator installed in his house so that he would never have to use the stairs. And even this was not enough: he reduced gestures and body language to the bare minimum, moving the tip of his little finger when thinking hard (rather than pacing); opening and closing his eyes to indicate approval; or crumpling his cheeks up in a smile that could not be identified as such unless a person had been acquainted with Wolfe at length. Indeed, Wolfe's body language was so subtle that it could not be noticed or interpreted by anyone save those closest to him.

Similarity to Mycroft Holmes

If you are familiar with the classic Sherlock Holmes stories, you may notice some similarities between Nero Wolfe and Mycroft Holmes, Sherlock Holmes' lesser known brother. Both characters preferred to remain within the confines of a single area as much as possible; both were INT geniuses; and both were overweight and physically inactive.

Was Mycroft Holmes an INTJ? I cannot say for certain; his only real appearances were in two

293 Keirse, 1987

294 Gerdes, 2010

295 Myers, McCaulley, Quenk & Hammer, 1998

stories, and these do not furnish us with sufficient evidence to say what type he was. There was an incident where he tidied up a snuff spill on his shirt perhaps pointing to Judging neatness, though perhaps if he were a Judger he would not have been portrayed as spilling snuff on his shirt at all. Or, we could point to his "habits," though alas, the question of whether the habits in question are recurring scheduled events, i.e. Judging habits, or merely a set of proclivities without any recurring schedule, i.e. Perceiving habits, is not specified.

There is also a point where Sherlock Holmes observes that Mycroft has the most tidy and orderly brain of any man living, which sounds very Judging (indeed, Christie described Poirot in exactly the same terms). However, Judging/Perceiving adjectives are the hardest to tell apart, and I have seen an INTP's "organizational" abilities described in much the same words as were applied to Mycroft. The problem is that all NTs will sort out ideas into clear categories their heads, organize projects, and plan out far-reaching strategies. These practices are not specific to NTJs, yet the adjectives that describe them are the same as those used to describe Judging ("organize a room," "plan a vacation").

One final pointer towards judging is a brief scene in which Mycroft breaks into commands, an NTJ tendency.²⁹⁶ However, he was under pressure at this moment, and it is of course hard to say if this is habitual given that we have only this one example. NTPs will use commands too, and I find that one cannot really rely on this trait unless there is a lot of dialogue to study and the person in question is a particularly strong NTJ or NTP.

INTJs place a very high value on "achievement."²⁹⁷ Mycroft apparently has no ambition; this is much more an INTP trait than an INTJ trait. Mycroft also feels no need to go out of his way even to prove his own hypotheses. This behavior too is more closely associated with INTP than INTJ.

ESTP Foil

Naturally Wolfe needed an ESTP foil. In this case, the foil was a young man named Archie Goodwin. Since Wolfe never left the house, Goodwin got more of a workout than most ESTP foils do. He was actually the main character in a real sense, given that the *Nero Wolfe* series was written Watson-style from his POV. It doesn't read much like Watson though, as you might imagine: the writing is full of ESTP Artisanisms: slang, colorful similes,²⁹⁸ and detailed descriptions of cars and members of the opposite sex. Like all ESTP foils, Goodwin wasn't afraid to argue with his boss.

Wolfe's complete reliance on intuition was somewhat nerve-racking for Goodwin. Although ESTPs are one of the risk-taking types, they base their risks on hard evidence (Sensing) rather than theories that cannot be substantiated or even put into words (Intuition). When Wolfe would decide to prove one of his theories in a high-stakes experiment, Goodwin would close his eyes, wipe a bead of sweat off his brow, and finally force himself to make the leap of faith.

Wolfe relied on the Goodwin's Sensing to collect facts for him to put into his intuition machine. He would also draw on Goodwin's excellent memory for details and conversations whenever he needed to refer back to old evidence. Their partnership was a classic sensing-intuition symbiosis.

Captain Picard vs. Professor Moriarty

As you'll recall from the Star Trek section, Picard is the captain of the starship *Enterprise*. What is less known about him is that in his spare time, he liked to hit the holodeck (a virtual reality

296 Keirse, 1987

297 Myers, McCaulley, Quenk & Hammer, 1998

298 Keirse, 1998

simulator) and roleplay as a hard bitten private eye in twentieth century San Francisco.

Now, any Star Trek fan can tell you that the most dangerous location on the *Enterprise* is the holodeck. The safety circuits are always failing, leaving the crew trapped in a simulation where illusions can kill. On one of these occasions, a crewmember who was trying to roleplay a Sherlock Holmes mystery accidentally misprogrammed the holodeck, thereby creating a sentient, self aware holographic version of Professor Moriarty who promptly began taking control of the *Enterprise*. So how would Picard handle this ultimate INTJ Mastermind?

As it turns out, he didn't have to. Moriarty claimed to have grown beyond his evil fictional origins and demanded that Picard find a way to make his holographic existence a reality so that he could join the real world. Picard simply informed him truthfully that this request was impossible with current technology, and promised to look into the problem. Reasonably, Moriarty relinquished control of the ship and allowed himself to be shut down. Don't you hate peaceful compromises? Fortunately, our desire to watch these two ultimate exemplars of the INTJ personality battle each other need not be denied. Moriarty first appeared in season two, and by season six (four years later) he was beginning to grow tired of waiting in limbo as a saved program.

Moriarty was accidentally reactivated while a crewmember was investigating a holodeck malfunction that was actually minor and non-life threatening. He insisted on an audience with Picard. When Picard came down to the holodeck, he repeated his earlier argument that it was impossible for Moriarty to exist in the outside world. But Moriarty disagreed. He simply declared, "Mind over matter. Cogito ergo sum," and stepped out of the holodeck. He then promptly began taking control of the ship again, this time threatening to destroy the *Enterprise* completely unless Picard made it possible for Countess Bartholomew, the love of Moriarty's holographic life²⁹⁹, to exist outside the holodeck with him. (She, apparently, was not have a program that was advanced enough to pull the mind over matter trick.)

So, the *Enterprise* engineering team set to work on the problem. Soon they found that the ship's transporter might be able to do the trick. Picard, meanwhile, set about trying to get control of the ship back from Moriarty. To do this he entered his command codes into the ship's computer.

What he didn't realize was that he was being phished. Moriarty had never left the holodeck at all, and neither had Picard. In reality, Moriarty had faked control of a *holographic simulation of the Enterprise*.

Upon gaining Picard's command codes, Moriarty was able to control the *Enterprise* in real life. He promptly called up Riker on the real bridge and demanded that he and the Countess be transported off the holodeck using the technique the real engineering team had uncovered. Reluctantly Riker complied and transported Moriarty and the Countess off the holodeck. They were real at last. The duo went to the *Enterprise*'s hangar bay, climbed into a shuttlecraft, and headed off to explore the galaxy together.

At this point Picard saved the program of the hangar bay and closed it. Last we saw, Moriarty and the Countess were living happily together in a sort of holodeck-on-a-cube. Game Picard.

Isaac Newton – Detective

Now let's examine a real life INTJ detective, Isaac Newton, yes, the one who wrote the *Principia*. It may come as a surprise to learn that after making his scientific discoveries, Newton ended up in charge of producing England's money as the Warden of the Royal Mint. One of the traditional side

299 A Star Trek special—there was no such character in the original Holmes stories.

duties that came with the position was hunting down counterfeiters.³⁰⁰

Not that Newton actually wanted to hunt down counterfeiters. He complained about it to the powers that be, but they told him to suck it up. So he was left with no choice.

At that time, there was no police force, so his first step was to create his own law enforcement agency (quite a first step!) He gradually built up a web of informants and spies that extended throughout Europe. Newton also had to interrogate suspects himself, do all the work that would be necessary to put a case together for the jury, capture the suspects, and deposit them into the hands of the legal system for hopeful execution. (If a suspect was convicted, the punishment for counterfeiting was death.)

Levenson (2009) describes Newton's approach toward law enforcement as "terrifyingly persistent." White (1997) notes that "Newton was feared and reviled in equal measure both by his prisoners as they awaited execution and by those he sought to monitor going about their illegal trade." But it was not even safe to criticize the Warden of the Mint in the comfort of one's own cell, because a prisoner's cellmates might very well be informants working for Newton in exchange for clemency. So Newton got to hear prisoners making complaints like, "Damne my blood, I had been out before now but for him," or accusing him of being a "rogue," or threatening to shoot him. Curse those meddling INTJs!

Newton would go out into taverns to discuss matters with witnesses, but in some matters he remained a homebody. He preferred to interrogate suspects at his workplace, the Tower of London.³⁰¹ The counterfeiters noted this tendency and started monitoring who came and left the Tower so that they would know who was singing. (Did Nero Wolfe ever have this problem, I wonder?) Newton preferred to follow a set interrogation procedure and accumulated boxes of detailed notes.

As a results oriented Rational, Newton was interested in removing the root motivation for crime rather than endlessly catching and punishing criminals. He discerned how various monetary conditions were providing an economic incentive for crime, and put together some suggestions on how the incentives could be removed. Alas, his excellent ideas would have had the unfortunate side effect of making people who were currently rich less so, and were therefore ignored.

Most INTJs have an ESTP assistant. Newton had ETP opponent (ENTP or ESTP, I do not know) by the name of William Chaloner. Chaloner was no average counterfeiter, nor was he content merely to coin money. An accomplished scam artist, he actually tried to worm his way into the Mint itself in a supervisory capacity. He wrote tracts about how to *prevent* counterfeiting, suggested there was corruption within the Mint, and offered his humble services to straighten things out.

Newton hated him on a personal level. The Warden of the Mint proceeded to interview, bribe, and threaten anyone associated with Chaloner in an effort to accumulate the mound of evidence that would be necessary to hang him. (And even this might not have been enough, since Chaloner had already paid off members of the jury to find him innocent—but his scheme didn't pan out.)

Finally Newton was successful; ignoring the pitiful letters in which Chaloner bewailed his innocence with ETP guile, Newton dumped a massive pile of evidence on the jury. They had Chaloner prosecuted, convicted and put to death. Newton didn't even bother attending the execution.

Next time you think of Sir Isaac Newton, imagine him sitting in the dark bowels of the Tower of London, fingers steepled as he stares off into space, pondering not universal forces, but how to undermine the tangled criminal web of London.

300 Levenson, 2009

301 Levenson, 2009

Prison, Criminal Masterminds, and the INTJ Crime Rate

I have always believed, somewhere in the back of my head, that it must be nice to live in prison. Of course I know that prison is not nice at all, but the thought persists nonetheless.

In the book, *The Loner's Manifesto*, author Anneli Rufus (INT) recalls, "When parents on TV shows punished their kids by ordering them to go to their rooms, I was confused. I loved my room. Being there behind a locked door was a treat. To me a punishment was being ordered to play Yahtzee with my cousin Louis. I puzzled over why solitary confinement was considered the worst punishment in jails."

Think of it—no responsibilities, free room and board. You can do anything you please with your abundant spare time: read, write, create art, design things, study. No one to bother you or interrupt your work.

I suspect that prison does not present as much suffering for INTs as it does for other types. Of course, it depends on the conditions in the particular prison.

Hardships of Prison and INTJ Responses

Solitary Confinement

- As introverts, INTJs gain energy from being alone. They enjoy a quiet and undisturbed environment because it allows them to concentrate on their work better. Indeed, it almost seems that the abstracted, mind-oriented INTs prefer solitude more than other introverts.

Nothing to do; boredom

- INTJs have a rich thought life; this compensates somewhat for lack of external activities.

Lack of external stimulation; sensory deprivation

- INTJs are often totally oblivious to their surroundings because they are so lost in thought. They don't notice or need the outside world as much as other types.

No luxuries and few necessities

- INTJs would suffer from this, but not as much as most other types.

Deprivation of family and friends

- INTJs are one of the types least likely to suffer from the deprivation of friends and home/family.

Deprivation of opposite sex

- INTJs seem to be one of the types most tolerant of a single lifestyle.

Lack of privacy

- INTJs would find it more stressful than most other types.

Hypercontrolled, structured environment

- INTJs would be much more able to tolerate this than INTPs.

Harrelson – A Unique Perspective on Life in Prison

Supermax is supposed to be “a clean version of hell.” The most secure prisons in the world are characterized by the following conditions:

- Prisoners are kept in total solitary confinement for decades.
- Prisoners are allowed out of their cells for one hour per day, a solitary exercise period in a small enclosure.
- The cell is made of poured concrete and steel and all furniture is immovable.
- Meals are taken in the cell, alone.
- Prisoners are under constant electronic surveillance.

There are legal questions of whether or not keeping a human being alone for decades constitutes cruel and unusual punishment. I think it does—for most people. But obviously not for Harrelson.

He enjoyed his almost-soundproof cell. In a letter to his lawyer, he wrote, “Part of the plan here is sensory deprivation. It probably works on some of the inmates. I’m pretty sure it hardly bothers me at all.” At another point, he added, “There is much to be said for these conditions. Again, the silence is wonderful. And living alone is great...nobody bothers me. ... And even though I’m an avowed curmudgeon, I don’t object to my own company very often. Being alone has some advantages.”

It should also be noted that Harrelson spoke to his fellow humans (the guards) only three times a week, and this to request basic supplies. So essentially, he was living with almost zero human interaction. And he enjoyed it. A very clear introvert, it would seem.

However, he did like listening to the radio on earphones during most of his waking hours. He preferred the radio over the TV because he could read and write while it was on, whereas the TV disrupted his thoughts.

Some inmates pace their cells ceaselessly like caged tigers. Harrelson had no such urge:

“The actual floor space is some 6 1/2’ x 9’ should the urge to walk strike me. That doesn’t happen very often. I’m almost always in the prone position, holding down the mattress...or sitting on it leaning back against the wall, my writing equipment resting on my knees, penning my thoughts.”

He also preferred to skip the one hour exercise period he was entitled to each day, noting a.) that it was too much hassle to go through the cell entrance/exit procedure, and b.) that there was nothing he could do in the exercise yard that he couldn’t do in his cell. Sedentary pastimes are typical of the mind-oriented Rationals.

Further evidence for NT is provided by Harrelson’s choice of television programming. His top four favorite TV shows included two science programs, Nova and Nature. (The other two favorites being Letterman and Frontline.)

Harrelson kept himself busy with reading and writing: “Everyone here must find a way to fill the hours of each day. To me it is essential I stay busy...every waking moment is filled with

something...reading, writing or doing chores (I'm a clean freak)."

Given the comment about being a clean freak, we might assume that Harrelson is probably a Judger. The fact that he kept constantly busy is important too; Keirse (1998) has noted that the Rationals *must* work and that idleness would be the "worst sort of punishment." Indeed, supermax seems to have failed quite badly in regard to the punishment of idleness. Harrelson went on to say, "I s'pose you might think boredom is a problem for me. Not true. There are not enough hours in a day for my needs as a matter of fact."

There are well documented cases of people going insane as a result of prolonged solitary confinement. Harrelson noted objectively, "I still have a relatively intact mind." It is significant that the mind was highly valued by this prisoner. When counting his many blessings compared to others, he wrote, "And perhaps most important of all, I have my mind." For Rationals, the mind is the most prized faculty and it provides much richness in their lives, especially in supermax, when it is pretty much all they have.

In Harrelson's prison each inmate can control his cell's lighting and thus keep whatever hours they please. (This is as opposed to other prisons, where showers and lights out occur at regularly scheduled intervals.) Harrelson liked the "independence" of the supermax way of life, and took advantage of it to stay up into the wee hours of the morning. In this regard, it seems that supermax may be preferable to regular prison for INTs.

In terms of family situation, Harrelson had family and friends outside of prison whom he wrote to daily. He pitied the other prisoners who had no one outside, and his correspondence with his family seemed to be very important to him.

As regards the issue of control, he basically decided that he couldn't do anything about it, and thus there was no point in fussing over it. He didn't fight the system; rather, he was a good prisoner, and thus earned many extra privileges.

So what can we make of all this? First of all, it seems obvious that supermax was not designed with people like Harrelson in mind. In fact, supermax seems to be more like "a clean version of heaven" for those with INT proclivities.

Don't ever wind up in prison, but if you do, maybe the high security lockdown cells are the way to go. But only if you have get access to paper, pencil, and books.

Harrelson – Was He Really an INTJ?

Since I brought Harrelson up as an example, I should discuss the ambiguity in his case.

When I was writing the book on INTPs, I read factual and fictional accounts of INTPs in confinement. In each case, it they were better able to accept conditions of incarceration than other types. I suspected then that INTJs were similar to INTPs in this respect, and cited Harrelson as an example of an INTJ who seemed to enjoy his time in supermax.

For this book, I decided to dive deeper in Harrelson's case, hoping to find some clues to the modus operandi of INTJ criminals. Instead, I was flabbergasted to find that Harrelson only acted like an INTJ when he was in prison. Outside, seemed like a completely different man.

Whether he an INTJ or not, this doppelganger behavior demands closer examination. So, let's dissect him.

But first we'd better say a few words about what he did to get in prison. Harrelson was a hitman, a robber, a debt enforcer, a pimp, and a general all around crook and sleazebag. He achieved

notoriety for doing two things, 1.) Sniping a federal judge; and 2.) being suspected of involvement in the assassination of President Kennedy. In fact, he confessed to both crimes while high on cocaine.

Which brings us to the first problem with typing him. Harrelson was addicted to alcohol, marijuana and cocaine. But Keirsey has suggested that Rationals are one of the types least likely to use drugs,³⁰² and Thorburne, who works with substance abusers, agrees with this conclusion while adding that NTs find it easier to go cold turkey.³⁰³ Other research confirms that (male) NTs are underrepresented among drug users.³⁰⁴ However, it's always dangerous to generalize. One study *did* find that INTJs were one of the three male types overrepresented in a sample of drug abusers,³⁰⁵ so clearly there are at least some populations of INTJs that abuse drugs.

The real problem here is that drug use is known to have long-term confounding effects upon a person's MBTI personality. Indeed, the MBTI manual recommends that type practitioners not employ the MBTI unless a person has been off drugs for 30 days.³⁰⁶ Tests of drug users before and after rehab find that upon being "cleaned up," their new MBTI results feel more like the "real them" than the results they got while they were addicted.³⁰⁷

So the question is, what does Harrelson's real personality look like? The periods where he was most free from drug and alcohol were during his various stays in prison. It would therefore seem that the most likely place to look for the real Harrelson is in prison. (Granted, he was smuggling drugs around in his boot during prison, so he wasn't totally clean, but he was at least *more* clean.)

As we know, Harrelson's prisoner personality seems to be INTJ. This was a consistent pattern for him; before being put into supermax, he was placed in solitary confinement for two years at Leavenworth prison. At this time Harrelson's attorney noted that he had never seen Harrelson so content. (On a side note, Harrelson's father was a prison guard and his uncle was a warden. Could this have anything to do with it?)

We might also look at Harrelson's early school days for a drug free period, though these are sketchy. He was apparently a fair student who didn't cause much trouble—basically average. An internet user on a JFC assassination site³⁰⁸ claims to have contacted Harrelson's school and obtained the following details: he was vice president of the poster club, had "impeccable" handwriting, and was a member of the cartoon club and choir. The school librarian claimed to have known someone who knew Harrison who said that he was a loner (however, all murderers are popularly thought to be loners, and given the third hand nature of this source I am skeptical of the claim).

Later, Harrelson got a job selling dental equipment and encyclopedias; for the latter, he was chosen as salesman of the year. Salesmanship—this sounds like an ESTP achievement, no? As we shall see, the "outside" Harrelson has quite a few ESTP traits.

Next, he moved to California and became a gambler. Harrelson liked gambling and playing cards quite a bit, and would win and lose large sums. While in solitary he taught himself a large repertoire of card tricks. Gambling is not a habit one would not typically associate with a stereotypical INTJ, though it is a habit one would associate with a stereotypical ESTP. However, an MBTI study of gamblers found no particular connection between type and gambling problems (read

302 Keirsey, 1998

303 Thorburne, 2000

304 Quenk and Quenk in Myers, McCaulley, Quenk & Hammer, 1998

305 Quenk and Quenk in Myers, McCaulley, Quenk & Hammer, 1998

306 Myers, McCaulley, Quenk & Hammer, 1998

307 Shuck & Manfrin in Myers, McCaulley, Quenk & Hammer, 1998

308 (Take it how you will.)

[here](#)), so the stereotypes may very well be wrong.³⁰⁹

Then there's the fact that Harrelson had relationships with a lot of different women—he was married no less than four times. Harrelson could be quite charming (a word that surprisingly has no type-related meaning³¹⁰), as can be readily perceived by the fact that one of his four wives was the nurse at the prison he was incarcerated at. But the veneer hid a cruel interior. One his girlfriends, Sandra Sue Attaway, testified that she had travelled all around the country with Harrelson, and by her own account she was a forced accomplice to one of his murders. He regularly beat her and threatened to kill her, so eventually she ran away and went into hiding. His last marriage was made by proxy while he was in prison for life for killing a federal judge.

Does this relationship hopping match typical INTJ behavior? Referring back to the relationship section, the answer is no. Or how about this statement by a stewardess that Harrelson was hitting on: "The subject [Harrelson] engaged in conversation with me and asked that I move over and sit by him, and I did so. We talked about our line of work and he stated that he didn't work, that he just travels and didn't have to work. I told him that he must have a lot of money since he didn't have to work. He said, 'I don't really have to work, I prefer to travel and have fun.' ... I questioned him about this and he did not say what kind of business. I said, 'It could be marijuana,' and he replied 'It could be.'"

I would say that this bold pursuit of a date sounds more like ESTP behavior than INTJ behavior. The "travelling around having fun" part also smacks of ESTP.

How about that INTJ calm? After one killing, a friend who was in the car with Harrelson described the hitman's mental state as follows: "During this period of time I was trying to calm him down, I was telling him that I was doing exactly what he said and just to tell me what to do. He appeared to be in a highly emotional state which I cannot adequately describe. It did not appear to be what I would call fear, but he was in a state of excitement." That doesn't sound particularly composed.

Last but not least—Hollywood often pictures snipers as silent, ruthless, precision killers—not actually far from the INTJ stereotype, as we shall see in a bit. Harrelson seems like something of a joke by comparison. For example, here's how one of his contracts played out.

He drove the victim to a remote area in the trunk of his car, then made the poor guy get out and shot him. Then he dragged the body off the road hoping to find some water to toss it in. He couldn't find water, so then he rushed back to the car to get a shovel to bury the body. But then when he returned, the guy wasn't dead, so then Harrelson had to strangle him. And when he tried to dig a hole, the ground was too hard, so then he had to put the body back in the trunk and drive around until he could find a ditch with water in it. Should have stuck to the encyclopedias. His style doesn't not exactly suggest the planning or preparation one would expect from an INTJ.

But all these incidents pale in comparison to the silly line of mistakes that led up to his final capture for the murder of the federal judge after a massive three year manhunt. Harrelson, who was understandably rather paranoid at this point, had been mainlining cocaine. In a series of bizarre fantasies, he became convinced that he was surrounded by spies and hidden bugs. While in this cocaine-induced frame of mind, he was driving down the road in his Corvette, enjoying a high. Then his muffler started rattling. He decided to pull over and check it out. After some examination, he concluded that the rattling was caused by a listening device. So, he decided to get rid of the bug by *shooting it off*. He blew out his rear tire instead.

Subsequently motorists began reporting to the police that there was a weird hitchhiker waving a gun

309 Malkin & Syme, 1986

310 Thorne & Gough, 1991

around on the road. The police investigated, and there was Harrelson. But he would not go quietly—a six hour standoff commenced in which Harrelson (still high) shoved his gun up his nose and threatened to commit suicide as the police tried to talk him down. At this point he confessed to killing both the judge *and* President Kennedy. Finally, a woman he had been acquainted with managed to get him to surrender.

Harrelson is dead as of 2007, and the world is not poorer for it. We are, however, left with a puzzle. Harrelson's behavior outside of prison is ESTP-like at all points, while his behavior inside prison is INTJ-like at all points. Here we have a man who hits on total strangers (Extraversion) and yet loves silence (Introversion). His rather erratic lifestyle would seem to point towards Perceiving, but he claims to be a neat freak (Judging). He also seemed happier in prison, particularly in solitary confinement.

The case is certainly an anomaly, and I don't have an explanation. There are a few theories, but none of them quite seems to do a good job of explaining the case. I'll toss some out there, so you can ponder them.

A prison is sort of like a cult. One MBTI study of cults (read [here](#)) found that cult leaders gradually change their followers into their own type, which is typically ESFJ, ESTJ, or ENFJ.³¹¹ Indeed, "personality shift" is one of the defining marks of cults. The victims of personality shift are typically in an unhealthy mental state, and the more shift they undergo the worse off they get. Could it be that prison, with its harsh, unbending rules, its atmosphere of total control, its consistent, unvarying routine, and its dense populations of Thinkers produces a cult-like environment that shifted Harrelson into an INTJ? But this theory has two problems, namely that most prison guards (the posited cult leaders) are probably SJs, a guess I base on the fact that most of the military and police are SJs. But Harrelson didn't turn into an SJ, and nobody forced him to keep his cell clean—many prisoners have messy cells. Another problem with this theory is that MBTI studies on populations of prisoners do not find evidence of personality shift. A final blow is that if Harrelson's prison personality was artificially created, then he would be *less* happy and healthy in prison rather than the reverse.

Another possibility is that Harrelson's dad, a prison guard, had something to do with his behavior. As one might guess from the results of the Stanford prison experiment (read [here](#)), being a prison guard can have a nasty effect on one's family relationships. A journalist who infiltrated Sing Sing as a corrections officer for just a year noted that he had begun to treat his young son like an inmate.³¹² Harrelson's freewheeling behavior when outside could be some kind of reaction against this sort of treatment, though it's hard to explain why. Perhaps he was happy "inside" because the prison literally felt like home? There's no way to say, and I have no information on Harrelson's dad. Falsification of type can occur when a parent tries to Pygmalion their child into their own type—but again, this typically results in an unhappy child, whereas Harrelson was happy in prison. It did not strike me that Harrelson had become institutionalized.

In the end, it's a mystery. The MBTI has a tendency to encourage stereotypes about human behavior, as though all members of a type "must" behave in a certain way and "can't" behave any other way. But in reality people are complicated. The girlfriend Harrelson beat up recalled that initially, "He was always very sweet and gentle with me at this time and I had no idea of his profession." Jack Dean, a Texas ranger who knew Harrelson well, noted that he "had a conman's personality, and you would like him if you met him." Think before you type?

Whatever type Harrelson may be, it is interesting to find a person who was able to "shapechange"

311 Yeakley, Norton, Vinzant & Vinzant, 1988

312 Conover, 2000

himself into an INTJ. Maybe INTs aren't the only types good at surviving in prison. Who knows? Maybe there are even people capable of changing their type as demanded by the situation.

Mordecai Heller – A Feline Hitman

Never fear, even if Harrelson was a dud, there are plenty of other INTJ criminals to study.

Remember how the Hollywood hitman/sniper is the archetypal INTJ? It just so happens that one such character can be found in the [Lackadaisy](#) webcomic, a series that has won no less than eight Web Cartoonists' Choice Awards. I know of no better example of this archetype.

Lackadaisy is set in St. Louis during the 1920s Prohibition, a time when alcohol was forbidden in the United States. The comic revolves around the competition between two groups of bootleggers, one consisting of a sympathetic, down-on-their-luck group and the other more ruthless and prosperous. This being the internet, all the characters are cats.

Mordecai Heller (a member of the more ruthless group) dressed like a feline member of the Gestapo, with little round glasses, a trench coat, and a neatly tucked in tie.

Evidence for INTJ

- A cat of few words (I)
- Described as bookish (INT)
- Bookkeeper; good with statistics and math (INT or ISTJ favored)
- No social skills; unable to detect when being kidded about something (INT favored most)
- Always serious, self controlled (NT)
- Never smiles; seems emotionless and [poor at faking emotion](#) (NT impassivity)
- No sense of humor (This describes some Rationals, though not all)
- Formal speech; used large words and complex sentence structures (NT)
- Highly knowledgeable; when chopping up a victim and arranging the body parts in alphabetic order, he observed that "A' is for amygdala" (Most people would have chosen "arm," NT)
- Precise speech; disliked exaggeration (NT)
- Dispassionate view of killing as "just business" (NT)
- Described as "calculating" (NT)
- Utterly unromantic (NT)
- Tended to alienate people (T favored)
- Cold, ruthless demeanor (T)
- Liked the geometric properties, order and mathematical possibilities [offered by waffles](#) (NTJ liking for order, math)
- Dislike for mess, asymmetry (J)
- Always dressed neatly and formally (J)
- Tidied up and dusted a room after stealing everything in it (J)
- Liked to have plans laid out in advance (J)
- Liked clear order (J)

- Disliked things like tablecloth wrinkles and poorly folded napkins—a case of obsessive compulsive personality behavior (ISTJ, then INTJ most favored)³¹³



When police visit a crime site, they record all sorts of data ("trademarks") that indicate a criminal's favorite modus operandi. For example, they will note if the criminal tends to use excessive explosives or leave their tools behind. One of the items I was amused to learn that they recorded on such reports is whether or not the criminal is "neat (cleans up debris)." And in fact, Mordecai was traced to one of his crime sites by the fact that he tidied up after committing the deed. That should be a lesson for you, INTJs.

Another type-specific aspect of Mordecai's modus operandi can be seen in his preferred method for gunning people down. He is shown killing opponents with one well-placed shot of his pistol—a minimal expenditure of force for maximum effect. This is a good example of a Rational minimax solution.

Despite being totally impassive, Mordecai is portrayed as the nastiest customer in the series, being described with adjectives like "terrifying," "creepy," "scary," and "ferocious." Rumor had it that his unique personality was the result of brain damage after getting shot, but of course it is common practice in fiction to attribute type-based behaviors to things other than type.

As long as we're on the subject of obsessive compulsive behaviors. Mordecai had a thing about symmetry, or "[geometric spacial harmony](#)" as he called it. He also cared a great deal about cleanliness; he once [killed a compatriot with a sinus problem](#) for the crime of getting snot everywhere. A study of type and personality disorders list found that the preferences I, S, T, and J were more likely to be associated with symptoms of OCPD (obsessive compulsive personality disorder).³¹⁴ INTJs have 3 out of these 4 traits and are the most OCPD of the Rationals.

What about Mordecai's INTJ death glare? One person described his attempt at attracting the opposite sex with his gaze as trying to say "[I would like to murder your family with an icepick.](#)"

Do INTJs Commit a Lot of Crimes?

On the surface, an INTJ's disregard for social conventions and undeserving authority figures might seem like the perfect criminal mentality. Actually, the reverse seems to be true.

One study of 78 prisoners in a prison-diversion, work-release program found that INTJs were actually *underrepresented*—in fact, none of the prisoners were INTJs. The only other type that did not appear in the sample were the INFJs.³¹⁵

313 Coolidge, Segal, Hook, Yamazaki & Ellett, 2001

314 Coolidge, Segal, Hook, Yamazaki & Ellett, 2001

315 Mitchell, 2009

Could this be an isolated finding? It appears not: Mitchell's survey of several studies on type and prison did not find any overrepresentations of INTJs, though it did find tons of law-abiding, authority-respecting Guardians. So it would seem that INTJs do not enter the prison system very often. Are they actually more law-abiding than average? Or do they tend to commit white collar crimes that don't come with prison time? Or could they simply be better at evading the arm of the law? It would be interesting to do a study on people who are arrested, people who are sentenced, and people who go to prison to see if certain types are represented throughout the criminal justice system or disappear along the way.

Are INTJs the Criminal Mastermind Type?

If you were to ask a man on the street, "Name a criminal mastermind," the name you will probably hear is Professor Moriarty (INTJ). Indeed, Moriarty so dominates the public's idea of what a criminal mastermind should look like that INTJs have come to personify the idea of the shadow crimelord. Let's review the case for Moriarty as an INTJ, and then we'll examine the question of whether or not the stereotype is true.

For such a prominent figure, Moriarty has surprisingly little "screen time" in Arthur Conan Doyle's original story. In fact, Moriarty's major appearance can be summed up in a two page passage, which I have included for your convenience. You can read whole of "The Final Problem," the story in which Moriarty makes his major appearance, [here](#).

"You have probably never heard of Professor Moriarty?" said he [Sherlock Holmes].

"Never." [said Watson]

"Aye, there's the genius and the wonder of the thing!" he cried. "The man pervades London, and no one has heard of him. That's what puts him on a pinnacle in the records of crime. I tell you, Watson, in all seriousness, that if I could beat that man, if I could free society of him, I should feel that my own career had reached its summit, and I should be prepared to turn to some more placid line in life. Between ourselves, the recent cases in which I have been of assistance to the royal family of Scandinavia, and to the French republic, have left me in such a position that I could continue to live in the quiet fashion which is most congenial to me, and to concentrate my attention upon my chemical researches. But I could not rest, Watson, I could not sit quiet in my chair, if I thought that such a man as Professor Moriarty were walking the streets of London unchallenged."

"What has he done, then?"

"His career has been an extraordinary one. He is a man of good birth and excellent education, endowed by nature with a phenomenal mathematical faculty. At the age of twenty-one he wrote a treatise upon the Binomial Theorem, which has had a European vogue. On the strength of it he won the Mathematical Chair at one of our smaller universities, and had, to all appearances, a most brilliant career before him. But the man had hereditary tendencies of the most diabolical kind. A criminal strain ran in his blood, which, instead of being modified, was increased and rendered infinitely more dangerous by his extraordinary mental powers. Dark rumors gathered round him in the university town, and eventually he was compelled to resign his chair and to come down to London, where he set up as an army coach. So much is known to the world, but what I am telling you now is what I have myself discovered.

"As you are aware, Watson, there is no one who knows the higher criminal world of London so well as I do. For years past I have continually been conscious of some power behind the malefactor, some deep organizing power which forever stands in the way of the law, and throws its shield over the wrong-doer. Again and again in cases of the most varying sorts—forgery cases, robberies, murders—I have felt the presence of this force, and I have deduced its action in many of those undiscovered crimes in which I have not been personally consulted. For years I have endeavored to break through the veil which shrouded it, and at last the time came when I seized my thread and followed it, until it led me, after a thousand cunning windings, to ex-Professor Moriarty of mathematical celebrity.

"He is the Napoleon of crime, Watson. He is the organizer of half that is evil and of nearly all that is undetected in this great city. He is a genius, a philosopher, an abstract thinker. He has a brain of the first order. He sits motionless, like a spider in the center of its web, but that web has a thousand radiations, and he knows well every quiver of each of them. He does little himself. He only plans. But his agents are numerous and splendidly organized. Is there a crime to be done, a paper to be abstracted, we will say, a house to be rifled, a man to be removed—the word is passed to the Professor, the matter is organized and carried out. The agent may be caught. In that case money is found for his bail or his defence. But the central power which uses the agent is never caught—never so much as suspected. This was the organization which I deduced, Watson, and which I devoted my whole energy to exposing and breaking up.

"But the Professor was fenced round with safeguards so cunningly devised that, do what I would, it seemed impossible to get evidence which would convict in a court of law. You know my powers, my dear Watson, and yet at the end of three months I was forced to confess that I had at last met an antagonist who was my intellectual equal. My horror at his crimes was lost in my admiration at his skill. But at last he made a trip—only a little, little trip—but it was more than he could afford when I was so close upon him. I had my chance, and, starting from that point, I have woven my net round him until now it is all ready to close. In three days—that is to say, on Monday next—matters will be ripe, and the Professor, with all the principal members of his gang, will be in the hands of the police. Then will come the greatest criminal trial of the century, the clearing up of over forty mysteries, and the rope for all of them; but if we move at all prematurely, you understand, they may slip out of our hands even at the last moment.

"Now, if I could have done this without the knowledge of Professor Moriarty, all would have been well. But he was too wily for that. He saw every step which I took to draw my toils round him. Again and again he strove to break away, but I as often headed him off. I tell you, my friend, that if a detailed account of that silent contest could be written, it would take its place as the most brilliant bit of thrust-and-parry work in the history of detection. Never have I risen to such a height, and never have I been so hard pressed by an opponent. He cut deep, and yet I just undercut him. This morning the last steps were taken, and three days only were wanted to complete the business. I was sitting in my room thinking the matter over, when the door opened and Professor Moriarty stood before me.

"My nerves are fairly proof, Watson, but I must confess to a start when I saw the very man who had been so much in my thoughts standing there on my threshold. His appearance was quite familiar to me. He is extremely tall and thin, his forehead domes out in a white curve, and his two eyes are deeply sunken in his head. He is clean-shaven, pale, and ascetic-looking, retaining something of the professor in his features. His shoulders are rounded from much study, and his face protrudes forward, and is forever slowly oscillating from side to side in a curiously reptilian fashion. He peered at me with great curiosity in his puckered eyes.

"'You have less frontal development than I should have expected,' said he, at last. 'It is a dangerous habit to finger loaded firearms in the pocket of one's dressing-gown.'

"The fact is that upon his entrance I had instantly recognized the extreme personal danger in which I lay. The only conceivable escape for him lay in silencing my tongue. In an instant I had slipped the revolver from the drawer into my pocket, and was covering him through the cloth. At his remark I drew the weapon out and laid it cocked upon the table. He still smiled and blinked, but there was something about his eyes which made me feel very glad that I had it there.

"'You evidently don't know me,' said he.

"'On the contrary,' I answered, 'I think it is fairly evident that I do. Pray take a chair. I can spare you five minutes if you have anything to say.'

"'All that I have to say has already crossed your mind,' said he.

"'Then possibly my answer has crossed yours,' I replied.

"'You stand fast?'

"'Absolutely.'

"He clapped his hand into his pocket, and I raised the pistol from the table. But he merely drew out a

memorandum-book in which he had scribbled some dates.

"'You crossed my path on the 4th of January,' said he. 'On the 23d you incommoded me; by the middle of February I was seriously inconvenienced by you; at the end of March I was absolutely hampered in my plans; and now, at the close of April, I find myself placed in such a position through your continual persecution that I am in positive danger of losing my liberty. The situation is becoming an impossible one.'

"'Have you any suggestion to make?' I asked.

"'You must drop it, Mr. Holmes,' said he, swaying his face about. 'You really must, you know.'

"'After Monday,' said I.

"'Tut, tut,' said he. 'I am quite sure that a man of your intelligence will see that there can be but one outcome to this affair. It is necessary that you should withdraw. You have worked things in such a fashion that we have only one resource left. It has been an intellectual treat to me to see the way in which you have grappled with this affair, and I say, unaffectedly, that it would be a grief to me to be forced to take any extreme measure. You smile, sir, but I assure you that it really would.'

"'Danger is part of my trade,' I remarked.

"'That is not danger,' said he. 'It is inevitable destruction. You stand in the way not merely of an individual, but of a mighty organization, the full extent of which you, with all your cleverness, have been unable to realize. You must stand clear, Mr. Holmes, or be trodden under foot.'

"'I am afraid,' said I, rising, 'that in the pleasure of this conversation I am neglecting business of importance which awaits me elsewhere.'

"He rose also and looked at me in silence, shaking his head sadly.

"'Well, well,' said he, at last. 'It seems a pity, but I have done what I could. I know every move of your game. You can do nothing before Monday. It has been a duel between you and me, Mr. Holmes. You hope to place me in the dock. I tell you that I will never stand in the dock. You hope to beat me. I tell you that you will never beat me. If you are clever enough to bring destruction upon me, rest assured that I shall do as much to you.'

"'You have paid me several compliments, Mr. Moriarty,' said I. 'Let me pay you one in return when I say that if I were assured of the former eventuality I would, in the interests of the public, cheerfully accept the latter.'

"'I can promise you the one, but not the other,' he snarled, and so turned his rounded back upon me, and went peering and blinking out of the room.

"That was my singular interview with Professor Moriarty. I confess that it left an unpleasant effect upon my mind. His soft, precise fashion of speech leaves a conviction of sincerity which a mere bully could not produce.

Evidence for INTJ

- Described as being "retiring" (I)
- Described as having soft speech (I)
- Natural mathematical ability (INTs favored)
- Described as philosopher/abstract thinker (INT favored most.)
- University professor (Favors Ns. In modern times, it also favors Js to Ps at a ~2:1 ratio.³¹⁶ Whether this was the case in Holmes' England is unknown.)
- Blinked a lot; face oscillated from side to side (These repetitive movements may be a sign of Asperger's syndrome. As we shall see later, this favors IT.)

316 DiTibeiro; Sears, Kennedy, & Kaye in Beckham 2012

- Saw no need to state the obvious to Holmes (NTs dislike redundant speech.)
- Described as having "precise" speech (NT favored)
- Used long words (NT)
- Objective, cool (NT)
- Admired Holmes' intellectual abilities and enjoyed the challenge of sparring with him (NT liking for mental challenges)
- The confrontation between Holmes and Moriarty was unemotional and frank (NT)
- Even when Holmes and Moriarty were preparing to fight to the death, Moriarty took the time to give Holmes an explanation of how he escaped the police, and also permitted Holmes to write a goodbye note. (Dispassionate approach to vengeance argues for NT.)
- Carried a memorandum book; was able to rattle off a list of dates on which Holmes obstructed his activities (J interest in times and dates.)
- Leader of an organization (TJ favored)

Looking at the evidence, it is likely that Professor Moriarty is an INTJ.

Would INTJs actually make good criminal masterminds in real life? It does seem that factual and fictional INTs have a track record at hiding big secrets from those that should know them best.

- INT? – Robert Hanssen. Worked in the FBI for 20 years...as a spy for the Soviets.
- INT? – Adam Lanza. Seemingly out of the blue, he went berserk and killed his mother and dozens of children at a nearby school.
- INTP – Aramis. (Fictional) A member of the three Musketeers. He ran the most powerful secret society in Europe.
- INTP – Edward Snowden. A technical contractor working in the intelligence community who revealed secret information about widespread government surveillance. Without saying a word about his intentions to his family, friends, or girlfriend, he suddenly flew to Hong Kong and revealed the story to the press.
- INTJ – Dr. Octopus. (Fictional) One of Spider-man's oldest foes and an archetypal mad scientist plotting to take over the world. Ran his own criminal organization.
- INTJ – Isaac Newton. Made amazing scientific discoveries and kept secret to himself for years.
- INTP – Dr. Frankenstein. (Fictional) Created an entire monster in his home laboratory without telling a soul.
- INT? – Mycroft Holmes, Sherlock's brother. (Fictional) Occasionally ran the entire British government in secret.

What all these cases have in common is that "nobody knew." The INT's schemes, evil or otherwise, ripened and matured in perfect secrecy.

It seems the capacity for running a giant hidden project is there, at least. And INTJs are one of the four TJ leadership types, so perhaps they are the type best suited to run a secret organization. It could well be that INTJs *are* the criminal mastermind type.

A Brief Note About Holmes

I've seen claims for Holmes as an INTJ, but I don't think this is the case. Without going into much detail, he is a pretty clear NTP. He kept extremely irregular hours and his apartment was a mess; the traits are both excellent indications of Perceiving. Many people argue that Holmes was a Sensor because he "noticed details." But Rational clearly do notice details in their area of study—it would be difficult to do many kinds of research if this were not the case. Furthermore, Watson, who *was* a Sensor, did not notice the details that Holmes noticed.

Another argument against sensing is that Holmes has many trademark Rational traits. He complained the lack of imagination that Scotland Yard showed (police are mostly SJ).³¹⁷ He performed chemistry experiments in his home and wrote up monographs on abstruse topics. His methods were unconventional. He sought novel, challenging problems rather than well paying ones. He figured out cases in flashes of intuition. He was described over and over as being a dispassionate thinking machine who existed for the life of the mind. So there's a pretty solid case for NT and P. Essentially, the only question is whether he is an INTP or an ENTP—one could make plausible arguments for both.

Generally speaking, the way Holmes speaks and acts marks him as an ENTP. He has acting talent; a knack for manipulating people; he says twenty words for every one word that Watson gets in; he processes ideas by talking them out with Watson; and he prefers to work with and live with a companion. However, Doyle consistently insists that Holmes is an introvert (i.e. going days without speaking, thinking things through in silence for hours, and supposedly choosing to lead a "retiring" life—which as far as I can tell never actually happened.) So which is correct, the way Holmes is shown to behave, or the way the author tells us that Holmes behaves? This is actually a common writer's dilemma that boils down to "show vs. tell." For example, take this sentence: "The dark, looming walls of the crumbling castle presented a cheerful, welcoming sight." In the first part of the sentence, the author *shows* us a forbidding picture—then *tells* us that it's a happy scene. Introverted detectives are something of a necessity because they don't spoil the story for readers by telling everything that they've figured out. Thus, even if they are extraverts, they have to be a bit introverted.

Because of the divide between author and character, I doubt it is possible to assign a single type to Holmes. Modern retellers of the Holmes stories, however, tend to depict Holmes as an extravert, and often a very clear one at that.

I rather like Holmes as an ENTP, if only because of the interesting dichotomy it creates between him and Moriarty the INTJ. Their differing types makes them perfect foils for each other in much the same way that Watson serves as a foil for Holmes.

317 Hennessy, 1999

Conclusion

In conclusion, I would like to say that you don't need to be afraid that INTJs will take over the world. They already have, only they kept it secret.

Someday, perhaps they will see fit to reveal themselves. In the meantime, we can continue to enjoy their unique perspective on the world; their intricate, logical ideas; and the plans they have for us all. INTJs are the best type, I mean that. We should all do what they say.

Thank you INTJs, for making this world a more interesting place.

Appendix 1: Why Didn't You Include the Cognitive Functions?

Those of you who are well versed in type theory may be surprised to note that book does not cover “cognitive functions” or “type dynamics,” i.e. the introversion or extraversion of one’s Intuition, Sensing, Feeling, and Thinking preferences. The reason cognitive functions have been left out is that this portion of the MBTI theory rests on some pretty shaky ground.

Briefly, the problems are these:

1. There is no empirical evidence for the existence of cognitive functions, which were described by Myers in 1962. Type dynamics are still purely anecdotal after half a century.³¹⁸
2. Almost no research has been done on whether or not there is such as thing as a tertiary or inferior function. Who knows if they exist, or what they might be? At this point their existence is purely speculative, and while there are three different models explaining them, none them have any proof.
3. Cognitive functions appear to rest mainly upon the authority of Myers' original writings, which were based on the authority of Jung's original writings. Although the writings have taken on the status of canon, this does not mean that Jung was right to begin with. In addition, what he wrote was different from what Myers came up with. Historical precedent does not constitute proof of the cognitive functions' existence any more than it can prove that the Earth is flat. The fact that everyone has always believed something does not make it correct.
4. There is not yet any study showing that different functions emerge over the course of one's lifespan, or that the development of these functions leads to a midlife crisis. Therefore these ideas cannot constitute proof for the existence of type dynamics.
5. There have been—and still are—multiple theories about how the cognitive functions are actually arranged, which ones are dominant, how many dominants and auxiliaries there are, and which attitudes are preferred and nonpreferred. The *best known* model is simply the one that made its way into the official MBTI manual. However, what evidence there is suggests a random arrangement unique to each person—i.e. there appears to be no such thing as dominant, auxiliary, tertiary and inferior. For example, the evidence supports the conclusion

318 Reynierse & Harker, 2008a; Reynierse & Harker, 2008b

that an INTJ might have introverted intuition as their dominant and extraverted thinking as their auxiliary, while another might have introverted thinking as their dominant and extraverted intuition as their auxiliary—insofar as such constructs can be considered valid at all. No evidence has been found for the typical construct in which $Ni > Te > Fi > Se$ for type INTJ.

6. Nor is there any proof that functions are extraverted or introverted. Reynierse and Harker examined whether dominant functions that are extraverted (i.e. dominant extraverted feeling) turned up more clearly than dominant functions that are introverted (i.e. dominant introverted feeling). If type dynamics theory are real, then those who extravert their feeling function should show it more clearly and obviously than those who introvert it. But no differences were noted by observers; in fact, traits of both extraverted and introverted dominant functions were seen as being just as clear and obvious. The perceived differences, then, are due to plain, simple Introversion and Extraversion, and not to the type dynamics explanation that certain parts of oneself are either introverted or extraverted.
7. But the biggy is this. A recent study³¹⁹ set out to determine what exactly each of the cognitive functions consisted of—i.e. the researchers set out to determine a standard, agreed-upon definition of each cognitive function. To do this, they collected 152 descriptive words and phrases used in type literature to describe each cognitive function and its attitude (i.e. thinking introverted, thinking extraverted, intuition introverted, intuition extraverted, etc.). 31 type experts—authors, practitioners, trainers—were called in to review the list and decide which descriptors fit each of the eight function-attitudes.

The experts rated each descriptor's applicability to each function-attitude on a 1 to 5 scale. For 72 of the 152 descriptors, there was an expert consensus that a descriptor primarily matched a unique function attitude. For the rest of the descriptors, it was found that experts tended to assign the descriptors equally to two or more function-attitudes, or else didn't agree on any particular function-attitude at all.

So, how does this apply to type INTJ?

The original list of 152 adjectives included the following 25 descriptors, which type literature suggested were characteristic of Ni: overlooks details, mystical, trusts the unconscious, conceptual thinker, dreamy, forward thinking, imaginative, insightful, psychic sensitivity, reads between the lines, sees multiple perspectives, sees the whole picture, theoretical, thinks in flowing images, thinks in metaphors, visionary, absent-minded, artistic, forgetful, quiet, strongly individualistic, individualistic, overcomplexifies, detached, and likes mental models.

So how many of these descriptors did the 31 type experts agree upon as characteristic of Ni? Two. Namely "mystical" and "Trusts the unconscious." "Mystical" was also considered to be somewhat characteristic of Fi, and "trusts the unconscious" was also considered to be somewhat characteristic of Ne and Fe. This begs an obvious question. Why is it that out of 25 suggested descriptors for Ni, only 2 of them were actually sort of agreed upon by type practitioners?

It is quite simple: no one actually knows what Ni is, and everyone is using their own unique definition of the term. Therefore there is no consensual meaning of Ni—rather, there are 31 meanings of Ni, each one unique to a specific type user. Such sloppy non-definitions allow unlimited interpretations of data, thus making any claims for cognitive functions unproven

319 McPeck & Martin, 2012a; McPeck & Martin, 2012b

and unprovable. Ni was, in fact, the most poorly differentiated cognitive function of all.

Another interesting point is that the raters' agreed-upon descriptors for Ti seem to match INTJs better than the descriptors for Ni. Ti is, of course, the supposed dominant of INTPs/ISTPs.

12 descriptors were found that primarily matched Ti.³²⁰ The list was as follows: aloof, cold, desires internal logic, detached, in-depth concentration, independent, individualistic, likes mental models, overcomplexifies, pure intellectual, research-minded, and unique use of logic.

These 12 descriptors fit type INTP, as would be expected since Ti is believed to be the INTP's dominant function. But as nearly as I can tell, all 12 descriptors match *both* INTPs and INTJs equally well. Following this logic, it would seem that Ti is a better dominant for INTJs than Ni. Then, only *five* of the Ti descriptors seem to fit type ISTP (aloof, cold, desires internal logic, independent, and individualistic). Ti is not the dominant of INTJs, yet the descriptors of Ti seem to fit both INTJs and INTPs to a tee. Ti *is* the dominant of ISTPs, yet the descriptors do not seem to fit type ISTP very well. Yet Ni, not Ti, is believed to be the dominant of the INTJ.

What can we say about this? Even if one accepts that the cognitive functions exist, the murkiness and paucity of these descriptors must give one pause. The researchers also compared the descriptors for each cognitive function with data compiled on hundreds of typed people to see if they exhibited the traits said to be characteristic of their cognitive functions. Very little support for the theory of cognitive functions was found. There was no evidence that could not be more clearly, accurately, and simply explained by plain type theory without cognitive functions. Occam's razor dictates that the simplest explanation is most likely to be true.

In the absence of both evidence and working definitions, it is hard to think of any logical reason to continue to use the cognitive functions. Ergo, I have left them out of this book.

A Better Alternative

One proposed replacement scheme (which I happen to agree with) drops type dynamics entirely.³²¹ Instead, a person's letters (i.e. INTJ) are ranked in order of "strength." And what is meant by strength, exactly?

Well, when you took the Myers-Briggs test (or any of the other MBTI knockoffs floating around) you probably noticed that some of your personality traits—i.e., Thinking, Feeling or whatever—were very clear and obvious, i.e. you answered 9/10 questions as a Thinker rather than a Feeler. For other personality traits, perhaps Sensing vs. Intuition, you might have noticed that you were pretty middle-of-the-road in that you didn't have much preference for either way of functioning. For example, perhaps you only answered 6/10 questions as an Intuitive.

In the traditional way of looking at type theory, it doesn't matter whether your preference for any particular letter is clear or slight—a letter is a letter is a letter. If you answer 10/10 questions about Introversion vs. Extraversion as an Introvert, then it is considered the same thing as if you had

320 However, for 5 of these 12 descriptors, secondary matches with Te, plain N, and Ni were found. In short, the surveyed experts thought that those five descriptors mainly matched Ti, but also secondarily matched Te, N, and Ni.

321 Reyneirse, 2012

answered only 6/10 questions as an Introvert. In short, the strength of each preference was ignored. However, it turns out that this information has predictive value and can actually be useful in understanding one's own unique personality.

If we put each of the traits on a spectrum, i.e. E – I, S – N, T – F, and J – P, allowing for shades of grey in the middle rather than just black and white choices, we can get a much clearer picture of an individual's unique personality. “Types” become simplified representations of the spectrum, the way a rainbow is divided up into six colors rather than a million different shades. The goal, then, is to find a scheme that adequately represents this added complexity without becoming too overdetailed to be useful.

Example: An NTIJ

For example. Let us suppose that a person tests with the following:

- 10/10 preference for Intuition
- 8/10 preference for Thinking
- 8/10 preference for Introversion
- 6/10 preference for Judging

These preferences indicate an INTJ, but more than that, they indicate an NTIJ. This “NTIJ” has Intuition as their strongest preference and will be most skilled at making connections and seeing patterns and relationships. Compared to the other INTJ variants (INJT, TJNI, etc), this person has only a slight preference for Judging, and thus they may be almost as comfortable using Perceiving as Judging.

Example: A TNJI

Suppose that a person tests with the following:

- 10/10 preference for Thinking
- 9/10 preference for Intuition
- 8/10 preference for Judging
- 6/10 preference for Introversion

Using our ranking system, we would identify this person as a TNJI. As a strong Thinker, the TNJI would be most skilled at logic, reasoning, and task-oriented analysis. Intuition, which was *almost* as favored, will also be strongly preferred, at the expense of skills in Sensing. The least favored preference, i.e. Introversion, indicates that the TNJI will demonstrate Introversion only slightly more than Extraversion. Thus, they would be better than the average INTJ at interfacing with the outer world, but they would also sacrifice something of the inner world of Introverts. Incidentally, people who have neither a strong preference for Introversion or Extraversion are called Ambiverts.

Non-Preferred Functions

Since we acknowledge that the strength of one's preferences *is* important, and that a person with a slight preference may exhibit nearly as much of one preference as the other preference, it is good practice to note the non-preferences at the end of the basic letter code. So for example, an NTIJ is really an NTIJ*pefs*--meaning that they will use Sensing the least of all possible preferences and Intuition the most of all. By a similar token, a TNJI is actually a TNJI*epsf*--meaning that this person will use Feeling the least of all their possible preferences and Thinking the most. Note that

the lower-case non-preferences will always be an exact mirror of the upper-case letters of the preferences. The last four letters aren't a "shadow" or "inferior"--they are preferences in their own right, albeit less used ones. Indeed, for a person who has several borderline 6/10 preferences, the lowercase trailing letters may be almost as important as the upper case letters. Thus it is proper to include them.

Strong Preference(s)

There is no reason why a person cannot have more than one strong preference. Suppose that an INTJ has both very clear I and very clear J, and both preferences are 10/10 when measured on a test? In this case, we can designate this INTJ as (say) an IJTN*sfpe*, underlining the top preferences to show that they are clearest.

It is possible to have one, two, three or even four clear preferences. It is also possible to have no preferences at all.

Conclusion

The method above explains individual variation without the need to resort to unproven hypothetical constructs, namely type dynamics and cognitive functions. Furthermore, it is empirically sound and can be measured on a test. It also matches up with existing field observations. As a simpler and more elegant solution, it deserves consideration within the internet type community as an alternative to an increasingly shaky theory.

Appendix 2: Type Bigots, the Scourge of the MBTI Community

Before people learn about the MBTI, they tend to have an innocent bias against other types. For example, I used to believe that everyone was an INTP (like me). It was just that everyone else was bad at it.

From my biased perspective, the Artisans were INTPs without enough self control, the Idealists were INTPs who let their emotions get in the way, and the Guardians were INTPs who cared too much about what other people thought of them. How was I to know any different? Other people's motivations were a mystery to me.

Most of us start off with an inborn bias whether we know it or not. The bias may be something we just instinctively believe, i.e. "Thinkers don't care about others," or "Feelers are weak." Or perhaps we have had a bad brush with an individual of a certain type, i.e. a nasty boss, a cheating girlfriend, or an unloving parent. American culture has built in biases that say all males ought to act like ESTJs and all females ought to act like ESFJs. Other cultures and subcultures have their own preferred types. Bosses tend to hire people who share their own personality type. Yet although most people *are* unconsciously type-biased, this doesn't actually make them type bigots; they simply don't know any better.

But what happens when they *do* learn better?

Enter the MBTI. A knowledge of type can do one of two things for you:

1. It can help you to understand other people, rid yourself of unconscious prejudice, and accept others with their strengths and weaknesses.
2. It can help you to understand how much you hate and despise entire swaths of the population.

The latter people are known as "type bigots." They don't see themselves as bigots, of course—true bigots never do. Rather, they genuinely believe that they now have a real, scientific, expert-acknowledged basis for their devaluation of part of humanity. The MBTI merely confirms their innate conviction that they are superior and others are inferior.

For example, it is common in internet type communities to hear people make sweeping generalizations such as "My type is smart and other types are dumb" or "I can't stand how arrogant type X is." Such malicious statements are often clothed in justifying statements and examples from

the bigot's personal life "proving" that all people of type X are innately flawed (dumb, arrogant, whiny, cruel, weak, unfaithful, boring, anal retentive, boneheaded, clingy, mentally ill, useless, etc). If a person of type X shows up and says, "Heeeey, I'm not like that," it won't make a dent in the bigot's convictions. They'll simply shrug it off with, "You must be an exception," or "You must be mistyped." And so they plug their ears to examples that don't fit their preconceived paradigms. To the bigot, the action of one bad person stands for every member of that type, just as the bad deed of one Mexican "proves" that all Mexicans are bad. The type bigot won't care in the slightest that they have labeled person X as inferior, hurt their feelings, and made them question their worth in the world. And yet these same people will self-righteously decry the ill treatment of ethnic and religious minorities because it makes the poor folks feel inferior, hurts their feelings, and makes them question their worth in the world. "I'm just telling it like it is," states the type bigot proudly. Don't be deceived—a type bigot and a real bigot produce exactly the same hurtful effects using exactly the same tactics: demeaning insults, exclusion of those unlike themselves, and blind refusal to see any good in the despised parties.

Bigots also don't believe in poor type development. They believe that all people of a certain type, whether healthy, unhealthy, good or bad—are all the same. They will trot out the standard two or three examples from their personal life ("My heart was broken by type X *three* times") and vent their wrath and contempt upon those who share the offenders' type. And so the hated type in question becomes a synonym for everyone that they dislike in real life. True, the reasons for disliking the individuals in question may be entirely valid, but then the bigot makes a blanket declaration like, "People of type X are cheaters." It won't matter to them that the offenders were evil/poorly developed examples, because this would actually imply that the bigot has bad judgment or picks losers. Rather than admitting that they are a poor judge of character, the bigot says, "No! They weren't poorly developed! I was right in trusting them with my heart—but then they betrayed me! They're a type X and that's just how they all are. I'll never trust a type X again." It's much easier and more pleasant to blame other people rather than recognizing that internal issues are causing external problems. It's true that evil is expressed uniquely in every type. But we call those individuals "evil type X" or "poorly developed type X," not just "type X."

Another thing that type bigots do is to stroke their own egos by sneeringly comparing their type's strengths with the opposite type's weaknesses. There is no harm in comparing our natural gifts and shortcomings with those of others; we can learn from such things and better support each other's weak spots. But it is wrong to make these comparisons in an unkind or arrogant spirit. The type bigot privately believes that the more others are demeaned, the brighter they themselves will shine. Thus they seek to debase those whose talents and strengths do not match their own by painting the others' inabilities in blackest colors. Never mind that such comparisons leave the wounded party feeling excluded, unwanted and inferior. All that matters is that the type bigot gets to feel wonderful about their own special talents and gifts.

On the internet, the people who bear the brunt of type prejudice tend to be Sensors and Extraverts, because the internet type community is composed mainly of Introverted Intuitives. In the real world, the people who bear the brunt of (mainly oblivious) type bigotry are Intuitives and Introverts, because the real world is composed mainly of Extraverted Sensors.

Since this book was written to an IN audience, let's focus on the problem of internet-based type bigotry. Many Introverted Intuitives hanging out in online communities are particularly susceptible to becoming bitter against Extraverted Sensing types. This is because INs suffer most from the unconscious prejudice of real world Extraverted Sensors, and they may feel they are justified in striking back, like a child who gets to hurt the big bad bully at last. What this amounts to is basically reverse racism, and while it is understandable, *it is never acceptable*. Seemingly kind

introverted Idealists and seemingly fair-minded introverted Rationals will both alike stoop to racist tactics, all the while believing that their behavior is justified by their suffering. Indeed, there is a strong element of the self righteous, hypocritical Pharisee in all type bigots. They wash their hands in perfect purity as they decry other types' sins, and remain convinced of their own humble superiority.

The opposite of a type bigot is an educated, compassionate realist who embraces the spirit of the MBTI.

The spirit of the MBTI emphasizes understanding, acceptance, and a balanced view of our weaknesses as the counterparts of our strengths. Furthermore, it affirms the dignity and worth of every human being rather than dividing people up into superiors and inferiors. The MBTI acknowledges that bad people come in all types, but it insists that poor type development is not the same thing as a bad type. This philosophy is not political correctness or "everyone's a winner." It is *reality and basic decency*.

We can use the MBTI to become better people and overcome our weaknesses, or we can misuse it to hurt a lot of folks' feelings and abase ourselves by playing the part of neo-racists. We're better than that. Let's lift people up, encourage them, and make the type community a welcoming place for all types. Let's treat other types in the spirit of the MBTI. <3

7 Ways To Combat Type Bigotry

1. Call type bigots on their rudeness, prejudice, and inflammatory remarks. If someone's spouting off insults about another type, contradict them and point out their unjustifiable attitude.
2. Refuse to encourage people who make broad, negative judgments against other types...no matter how many sob stories they tell.
3. Condemn those who would glorify their own type's strengths by scorning other types' corresponding weaknesses.
4. Emphasize that while poor development is expressed uniquely in each type, this does not imply that everyone of that type is unhealthy or evil. Pound this difference home to those who want to believe that a few bad eggs are the same as an entire rotten carton.
5. Encourage and support others who take a stand against such jerkish behavior.
6. Boycott discussions where the entire point is to put down other types.
7. And always make sure that your own words are balanced, kind, fair and given in the spirit of the MBTI.

Bibliography

- Ackroyd, P. (2006). *Newton*. U.S.A.: Doubleday.
- Barger, J. B. & Kirby, L. K. (1993). *INTP women across cultures*. Retrieved from http://typeandculture.org/Pages/C_papers93/9Barger_K.pdf
- Bateman, C. (2006, December 1). Strategic play. Message posted to http://onlyagame.typepad.com/only_a_game/2006/12/strategic_play.html
- Bayne, R. (2005). *Ideas and evidence: critical reflections on MBTI theory and practice*. Gainseville, FL: Center for Applications of Psychological Type.
- Beckham, M. H. (2012). Building momentum: the unconventional strengths of Perceiving students. *Journal of Psychological Type*, 66, 12, 27-40.
- Boozer, R. W. & Forte, M. (2007). The relationship of psychological type to political self-perceptions, political opinions, and political party membership. *Journal of Psychological Type*, 67, 3, 17-29.
- Bowditch, N. I. (1839). *Memoir of Nathaniel Bowditch*. Boston: Charles C. Little & James Brown.
- Bowditch, H. I. (1941). *Memoir of Nathaniel Bowditch*. Boston: James Munroe and Company.
- Carlson, J. G. (1985). Recent assessments of the Myers-Briggs Type Indicator. *Journal of Personality Assessment*, 49, 4, 356-365.
- Cheng, Y. (2007). An examination of the relationship between creative potential and personality types among American and Taiwanese college students of teacher education. (Master's thesis). Retrieved from <http://commons.emich.edu/theses/171>
- Chester, R. G. (2006). Asperger's syndrome and psychological type. *Journal of Psychological Type*, 72, 2, 113-137.
- Choiniere, R. & Keirse, D. (1992). *Presidential temperament*. Del Mar, CA: Prometheus Nemesis Book Company.
- Coolidge, F. L., Segal, D. L., Hook, J. N., Yamazaki, T. G., & Ellett, J. A. C. (2001). An empirical

investigation of Jung's psychological types and personality disorder features. *Journal of Psychological Type*, 58, 33-36.

Conover, T. (2000). *Newjack: guarding Sing Sing*. U.S.A.: Vintage Books.

Craig, C. L., Francis, L. J., & Barwick, J. (2010). Psychological type preferences of Christian groups: comparisons with the UK population norms. *Journal of Psychological Type*, 70, 3, 31-39.

Delunas, E. (1992). *Survival games personalities play*. Carmel, CA: Sunflower Ink.

DiRienzo, C., Das, J., Synn, W., Kitts, J., McGrath, K. (2010). The relationship between MBTI and academic performance: a study across academic disciplines. *Journal of Psychological Type*, 70, 5, 53-67.

Discovery reveals partner satisfaction through Myers Briggs types. (2009). Retrieved from <http://www.selfhelpmagazine.com/articles/myers-briggs-types>

Duke, L. R. (2006). *Autism and learning styles: an assessment of children with high-functioning autism and Asperger's syndrome using the Murphy-Meisgeier Type Indicator for Children-Revised (MMTIC-R)*. (Master's thesis).

Duncan, P. L. (2008). A Quantitative analysis of Myers-Briggs cognitive styles and the length of customer business relationships. Available from ProQuest Dissertations & Theses database. (UMI No. 3348680)

Ehrman, M. (2008). Personality and good language learners. In C. Griffiths (Ed.), *Lessons from good language learners* (pp 61-72). Cambridge: Cambridge University Press.

Embree, M. C. (2011). Psychological type and student views of the origins debate: understanding the culture wars. *Journal of Psychological Type*, 71, 1, 1-11.

Freije, J. P. (1991). Voluntary childlessness and psychological type. *Journal of Psychological Type*, 21, 62-67.

Gerdes, J. (2010). The giving type: a study on how different personality types and temperaments respond to tailored donation appeals. (Master's thesis.) Retrieved from <http://www.american.edu/soc/communication/upload/Gerdes2010.pdf>

Gilchrist, S. (2010). Psychological types of intelligence studies students. *Journal of Psychological Type*, 70, 69-76.

Golden, C. (1998). *Seven of Nine*. U.S.A.: Pocket Books.

Harrison, D. & Lawrence G. (1985). Psychological type and time orientation: Do middle school students differ in projecting their personal futures? *Journal of Psychological Type*, 9, 10-15.

Hautala, T. & Routamaa, V. (2008). Archetypes and types. *Psychological Type and Culture—East & West: A Multicultural Research Conference*, retrieved from http://web.archive.org/web/20120913235907/http://typeandculture.org/Pages/C_papers08/HautalaArchetypes_2.pdf

Hennessy, S. M. (1999). *Thinking cop, feeling cop*. Gainesville, FL: Center for Applications of Psychological Type.

Hollingworth, L. S. (1975) *Children above 180 IQ*. USA: Arno Press.

Jones, J.H. & Sherman, R.G. (1997). *Intimacy and Type*. Gainesville, FL: Center for Applications

of Psychological Type.

- Kanai, C., Iwanami, A., Hashimoto, R., Ota, H., Tani, M., Yamada, T. & Kato, N. (2011). Clinical characterization of adults with Asperger's syndrome assessed by self-report questionnaires based on depression, anxiety, and personality. *Research in Autism Spectrum Disorders*, 5, 4, 1451-1458.
- Kaufman, A.S., McLean, J.E., & Lincoln, A. (1996). The relationship of the Myers-Briggs Type Indicator (MBTI) to IQ level and the fluid and crystallized IQ discrepancy on the Kaufman Adolescent and Adult Intelligence Test (KAIT). *Assessment*, 3, 3, 225-239.
- Keirsey, D. (1987). *Portraits of temperament*. Del Mar, CA: Prometheus Nemesis Book Company.
- Keirsey, D. (1998). *Please understand me II*. Del Mar, CA: Prometheus Nemesis Book Company.
- Keirsey.com. (2009). *Getting along with your Rational boss*. Retrieved July 17, 2013 from <http://www.keirsey.com/personalityzone/wz44.asp>
- Kent, H., & Fisher, D. (1997). Associations between teacher personality and classroom environment.
- Kroeger, O., & Thuesen, J. M. (1988). *Type Talk*. New York, NY: Dell.
- Kroeger, O., & Thuesen, J. M. (1994). *16 Ways to love your lover*. New York, NY: Dell.
- Lauren, E. H. & Kuczaj II, S. A. (2007). Do bottlenose dolphins (*Tursiops truncatus*) have distinct and stable personalities? *Aquatic Mammals*, 33, 3, 380-389. doi 10.1578/AM.33.3.2007.380
- Lee, K.H., Choi, Y., & Stonier, D.J. (2012). Evolutionary algorithm for a genetic robot's personality based on the Myers-Briggs Type Indicator. *Robotics and Autonomous Systems*, 60, 7, 941-961.
- Levenson, T. (2009). *Newton and the Counterfeiter*. U.S.A.: Houghton Mifflin Harcourt
- Loffredo, D. A., & Opt, S. K. (2006). Argumentativeness and Myers-Briggs Type Indicator Preferences. *Journal of Psychological Type*, 66, 59-68.48.
- Ludford, P. & Terveen, L. (2003). Does an individual's Myers-Briggs Type Indicator preference influence task-oriented technology use? *Human-Computer Interaction - Interact '03*, 623--632.
- Malkin, D. & Syme, G. J. (1986). Personality and problem gambling. *The International Journal of the Addictions*, 21(2), 267-272.
- Marioles, N. S., Strickert, D. P., & Hammer, A. L. (1996). Attraction, satisfaction, and psychological types of couples. *Journal of Psychological Type*, 36, 16-27.
- McPeck, R. W. & Martin, C. R. (2012a). Searching for expert consensus in describing function-attitudes. *Journal of Psychological Type*, 72, 3, 41-64.
- McPeck, R. W. & Martin, C. R. (2012b). An examination of the effect of function-attitude combinations on observer ratings. *Journal of Psychological Type*, 72, 4, 65-86.
- McPherson, R., & Hindmarch, L. (2004). Relationship between the MBTI Step 1 instrument and the 16PF questionnaire. Oxford, UK: OPP. Retrieved September 5, 2012, from <http://www.opp.eu.com/SiteCollectionDocuments/pdfs/resources/mbti-results1.pdf>
- Mitchell, J. A. (2009). Psychological type in a forensic sample of incarcerated males. *Journal of Psychological Type*, 69, 3, 42-49.
- Montgomery, S. (1989). *The Pygmalion project: love and coercion among the types. Volume 1:*

The Artisan. USA: Prometheus Nemesis Book Company.

- Moody, R. (1998). Personality preferences and foreign language learning. *The Modern Language Journal*, 72, 4, 389-401.
- Moskowitz, C. (2010, June 02). Urine Pheromone in Mice Named After Jane Austen Character. Livescience, retrieved from <http://www.livescience.com/10662-urine-pheromone-mice-named-jane-austen-character.html>
- Mueller, C. M. & Dweck, C. S. (1998). Praise for intelligence can undermine children's motivation and performance. *Journal of Personality and Social Psychology*, 75, 1, 33-52.
- Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer A. L. (1998). *MBTI manual: A guide to the development and use of the Myers-Briggs Type Indicator*. (3rd ed.). Palo Alto, CA: Consulting Psychologists Press.
- Myers, I. B. & Myers, P. B. (1980). *Gifts Differing*. Palo Alto, CA: Consulting Psychologists Press.
- Neal, G. A. & Neal, J. G. (2009). Assessment of Keirsey Personality Temperaments among Aerospace Electronics students. *International Journal of Professional Aviation Training & Testing Research*, 3, 1, 1-10.
- Oswald, R. M. & Kroeger, O. (1988). *Personality Type and Religious Leadership*. USA: Alban Institute.
- Otis, G. D., & Louks, J. L. (1997). Rebelliousness and psychological distress in a sample of Introverted veterans. *Journal of Psychological Type*, 40, 20-30.
- O'Toole, T. P. (1999). *Personality types and tobacco use of Georgia college students*. (Doctoral dissertation) Indiana University.
- Parent, K. (n.d.). Find the perfect gifts this holiday season. Message posted to <http://www.keirsey.com/personalityzone/lz55.asp>
- Parent, K. (2012, May 15). The death of reading? Not so fast... Message posted to <http://blog.keirsey.com/2012/05/15/the-death-of-reading-not-so-fast/>
- Personality-Power-For-Everyday-Living.com. (n.d.). *Parenting Skill and the INTJ Child!* Retrieved July 7, 2013, from <http://www.personality-power-for-everyday-living.com/Parenting-skill-intj.html>
- Penley, J. P., & Eble, D. (2006). *Motherstyles*. Cambridge, MA: The Perseus Books Group.
- Petersen, P. A. (1993). Personality type of adolescents and their imaged personal heroes. *Journal of Psychological Type*, 27, 17-26.
- Political | Types. (n.d.). *Psychological type and U.S. political party affiliation*. Retrieved July 17, 2013 from <http://www.politicaltypes.com/content/view/24/56/>
- Reardon, C. M. (2009). Differences in Myers-Briggs personality types among high school band, orchestra, and choir members. (Master's thesis). Available from ProQuest Dissertations & Theses database. (UMI No. 1484428)
- Reinhold, R. (n.d.). *An exploration of emotions, feeling & emotional intelligence*. Retrieved from <http://www.personalitypathways.com/article/emotional-intelligence2.html>
- Rentfrow, P. J., Gosling, S. D. & Potter, J. (2008). A theory of the emergence, persistence, and

expression of geographic variation in psychological characteristics. *Perspectives on Psychological Science*, 3, 5, 339-369.

- Reynierse, J. H. (2012). Towards an empirically sound and radically revised type theory. *Journal of Psychological Type*, 72, 1-25.
- Reynierse, J. H., & Harker, J. B. (2008a). Preference multidimensionality and the fallacy of type dynamics: Part 1 (Studies 1 - 3). *Journal of Psychological Type*, 68, 90-112.
- Reynierse, J. H., & Harker, J. B. (2008b). Preference multidimensionality and the fallacy of type dynamics: Part 2 (Studies 4 - 6). *Journal of Psychological Type*, 68, 113-138.
- Rogosch, F. A., Cicchetti, D. (2004). Child maltreatment and emergent personality organization: perspectives from the five-factor model. *Journal of Abnormal Child Psychology*, 32, 2, 123-45.
- Root, W. T. (1921). A socio-psychological study of fifty-three supernormal children. In Angell, J. R., Warren, H. C., Watson, J. B., Franze, S. I. & Bentley, M. (Ed.), *Psychological Monographs*, (pp. 1-134). Princeton, NJ: Psychological Review Company.
- Rosati, P. (1997). Student performance in chosen engineering discipline related to personality type. *International Conference on Engineering Education*. Retrieved from <http://www.ineer.org/Events/ICEE1997/Proceedings/paper301.htm>
- Ruf, D. L. (2008). Parent and gifted child personality types and school adjustment. *Educational Options*. Received on July 20, 2013 from <http://www.educationoptions.com/resources/documents/x-PersonalityandSchoolAdjustment.pdf>
- Sabin, B. M. (2006). *A faith-based program evaluation: moral development of seminary students at the Louisiana State Penitentiary*. (Doctoral dissertation). Retrieved from http://etd.fcla.edu/CF/CFE0001039/Sabin_Bruce_M_200605_EdD.pdf
- Sagon, C. (2013, July 09). More proof that an active brain slows dementia. Message posted to <http://blog.aarp.org/2013/07/09/more-proof-that-an-active-brain-slows-dementia/>
- Sak, U. (2004). A synthesis of research on psychological types of gifted adolescents. *The Journal of Secondary Gifted Education*, 15, 2, 70-79.
- Schaubhut, N. A., Herk, N. A., Thompson, R. C. (2009). *MBTI Form M Manual Supplement*. Retrieved from https://www.cpp.com/pdfs/MBTI_FormM_Supp.pdf
- Schaubhut, N. Weber A. & Thompson, R. (2012). *Myers-Briggs type and social media report*. CPP, Inc. Research Department. Retrieved July 17, 2013, from https://www.cpp.com/PDFs/MBTI_Socmedia_Report.pdf
- Speer, A. (1976). *Spandau: the secret diaries*. New York: Macmillan Publishing.
- Stever, G. S. (1995). Gender by type interaction effects in mass media subcultures. *Journal of Psychological Type*, 32, 3-22.
- Szalavitz, M. (2013, July 05). To avoid dementia, stay mentally active throughout lifetime. *Time*, retrieved from <http://healthland.time.com/2013/07/05/to-avoid-dementia-stay-mentally-active-throughout-lifetime/>
- Tagliaferre, L. & Harbaugh, G. L. (1990). *Recovery from Loss: A Personalized Guide to the Grieving Process*. U.S.A.: Health Communications, Inc.

- Thorburn, D. (2000). *Drunks, drugs, & debits*. Northridge, California: Galt Publishing
- Thorne, A., & Gough, H. (1991). *Portraits of type*. Palo Alto, CA: Consulting Psychologists Press.
- Tieger, P. D., & Barron-Tieger, B. (1997). *Nurture by nature*. USA: Little, Brown & Company.
- Tieger, P. D., & Barron-Tieger, B. (2000). *Just your type: create the relationship you've always wanted using the secrets of personality type*. USA: Little, Brown & Company.
- Wakabayashi, A., Baron-Cohen, S., & Wheelwright, S. (2006). Are autistic traits an independent personality dimension? A study of the Autism-Spectrum Quotient (AQ) and the NEO-PI-R. *Personality and Individual Differences*, 41, 873-883. doi:10.1016/j.paid.2006.04.003
- Wankat, P. C. & Oreovicz, F. S. (1992). *Teaching engineering*. NY: McGraw-Hill College.
- Westfall, W. S. (1980). *Never at rest*. USA: Cambridge University Press.
- White, M. (1997). *Isaac Newton: the last sorcerer*. Great Britain: Fourth Estate Limited.
- Winsome. (2012, June 26). Why Women Love Mr. Darcy. Message posted to <http://winsome.hubpages.com/hub/Why-Women-Love-Mr-Darcy>
- Williamson, J. (2003). Suiting library instruction to the Myers-Briggs personality types and Holland Vocational Personality Type of engineering students. *Science and Technology Librarianship*. 37.
- Willis W. & Shaw, B. (n.d.). *The enchanted duplicator*. Retrieved from http://fanac.org/fanzines/Enchanted_Duplicator/Enchanted-00.html
- Yeakley, F. R., Norton, H. W., Vinzant, D. E., Vinzant, G. (1988). *The discipling dilemma*. Nashville, TN: Gospel Advocate Co.
- Yokomoto, C. F. & Ware, R. (1999). Applications of the Myers-Briggs Type Indicator in engineering and technology education--part II. Retrieved from http://search.asee.org/search/fetch?url=file%3A%2F%2Flocalhost%2FE%3A%2Fsearch%2Fconference%2F23%2FAC%25201999Paper101.PDF&index=conference_papers&space=129746797203605791716676178&type=application%2Fpdf&charset=