

Personality Type Summary

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Jon Noring, Editor ([click for personal data](#))

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TABLE OF CONTENTS

A PERSONAL NOTE

ACKNOWLEDGMENTS

GENERAL INTRODUCTION

INTRODUCTION TO PERSONALITY TYPING

DESCRIPTION OF THE FOUR PREFERENCE SCALES

VOCABULARY FOR EACH PREFERENCE SCALE

THE SIXTEEN PERSONALITY TYPES

THE FOUR KEIRSEY-BATES TEMPERAMENTS

RESOURCE MATERIALS ON PERSONALITY TYPING

Click [HERE](#) for quick instructions as to how to use Windows 3.1 Help files.

Maneuvering around this Help file is easy! Wherever you see underlined green text, clicking your mouse (left button) on that text will either bring up a pop-up window like this (single underline), or will jump you to another topic (double underline). You can also use the <<, >>, and the Back buttons to move around the Help file as well. To remove any pop-up window like this one, simply click again on the left button of your mouse.

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Favorite Motto: ***"Why put it off until tomorrow if you can put it off until next week!"***

A PERSONAL NOTE

This document, the Personality Type Summary (PTS for short), is truly a labor of love. I originally wrote this for the distributors in my network marketing business. My intent was to help them better relate to themselves and to others by understanding the principles of personality typing. Since that first version, the PTS has been greatly modified and expanded, with contributions from many people. I do not consider this document to be "the final version", and so I welcome any and all feedback to improve it in all aspects. I especially would like to firm up the Resource Materials section by adding more titles, including some of the important articles from peer reviewed journals.

If you have access to Usenet, the 'BBS' of the Internet, I encourage you to subscribe to the newsgroup alt.psychology.personality. In that newsgroup, all aspects of normal (not neurotic) human personality are discussed. Well over 95% of all the discussion pertains to one model of personality modeling, generically called 'personality typing', which is the subject matter of this document. Thus the very original and not too obvious name for this document, "***Personality Type Summary***".

In addition, an extensive archive of personality-related files has been established on the Internet, and these files can be retrieved via anonymous ftp. If you're not sure your site has anonymous ftp access to the Internet, then ask your system administrator. If you do, but don't know how to use ftp, again ask your system administrator for help. The site name is 'netcom.com', the directory path to the top of the archive directory is /pub/noring/personality .

I hope you enjoy the wonderful world of personality typing as much as I do. Give it a test drive. You may just find it: fun, challenging, significant, and useful (quiz: why did I choose these four words? Find out below!).

Oh, and have a great day (a typical NF closing).

Jon Noring, ***INFJ***

NEXT SECTION

TABLE OF CONTENTS

ACKNOWLEDGMENTS

I would like to thank the many people who provided input to make this Summary possible. Special thanks go out to the following individuals (listed in alphabetical order) for their extensive suggestions, contributions, proof-readings and, where needed, criticisms:

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NEXT SECTION

TABLE OF CONTENTS

GENERAL INTRODUCTION

As we look at the people around us, we observe the great variety of personality traits among them. As examples, some people are very outgoing and fun-oriented, while others are more quiet and introspective; some people are highly analytical in decision making, while others use their feelings for deciding; some people feel more comfortable living a planned, orderly life, while others prefer to live spontaneously. Though the number of observed traits appears finite (albeit large), the subtle and unique interaction between these traits confidently leads us to the conclusion that every individual on this planet is gifted with a truly unique personality.

Despite this conclusion, the question naturally arises: "Can we model, at least approximately, human personality?" A related and even more important question is: "If we can model human personality, does such a model have any value or interest?"

To help answer these questions, let me cite an analogy. Physical scientists are continually striving to improve the models (better known as theories) of nature. It is by these theories, and only by these theories, that human beings can attempt to understand and make sense of what is observed. For example, physicists have developed several theories (e.g., relativity, quantum mechanics, electromagnetics, etc.) to explain particular phenomena. Because a common link between all these theories has not yet been found despite great effort (the elusive, almost quixotic Grand Unified Theory), many physicists consider it probable these individual theories are incomplete, being subsets of more complete, but as of yet undiscovered, theories that can be linked together. Yet, despite their probable incompleteness, physicists and engineers confidently apply these theories to real world problems, with usually great success.

Though the above analogy of modeling the physical world does not exactly apply to personality modeling, some of the underlying principles do hold true. Many personality models have been developed from the beginning of recorded history, each of them having their strengths and shortcomings. No "true" model of human personality has yet been developed, and it can be argued that human personality is just too complex to ever be able to model perfectly. However, many of the models that have been developed do seem to approximately and reasonably model human personality, or at least some aspects of it, to an accuracy that makes them useful and predictive. This last point, admittedly, is one of current debate by psychologists and non-psychologist alike (e.g., what is "reasonable accuracy?"; what is "predictive?"; what is "useful?").

So, assuming that we can model human personality with "reasonable accuracy", what value would such a model have? I can see two values: 1) giving an individual a better understanding of themselves and thus helping them to personally grow and to build self-esteem, and 2) helping an individual understand and thus relate more effectively with others -- not only for their personal relationships such as with a spouse and with close friends, but for other relationships as well, such as coworkers.

Some people have personal, even emotional, difficulties with any kind of personality modeling. As an example, one common and recurring argument used against personality modeling is that it "puts people in boxes" (this exact phrase, or a variant of it, is heard quite often). On the surface

this argument sounds good, but as you explore that argument further, you generally find that it is really a statement expressing either a fear that personality modeling can be misused or abused (which it can, just like everything else in the world), or, a feeling that personality modeling somehow devalues people, or, for a few people, their ignorance combined with a neurotic level of skepticism.

I would counter these underlying reasons by saying that personality models do not put people in boxes, people put people in boxes -- all developers of modern personality models do acknowledge the imperfections and limitations of their models and associated metrics, and reasonably intelligent and responsible users heed these warnings. Also, personality models do not devalue people. In reality they show us the diversity of normal human personality which helps us to better understand and appreciate others who are different from ourselves, and to understand and accept people is to value them. This in itself is sufficient reason to develop practical models of normal human personality that can be used by all people, not only by psychologists.

NEXT SECTION

TABLE OF CONTENTS

INTRODUCTION TO PERSONALITY TYPING

As stated in the General Introduction, many personality models have been developed. The personality model/system presented in this Summary is the most well-known one in the world-at-large, generically called "Personality Typing". Personality typing was first developed by Carl Jung in the early 1920's. In its purest form, Jungian personality typing is arguably the most complex view of human nature ever described, and even today it is quite a task to attempt to understand Jung's writings on personality (refer to the [Resource Materials on Personality Typing](#) section for references to Jung's works).

Fortunately, in the 1950's, Myers and Briggs resurrected Jungian personality typing, modified it somewhat by adding a fourth scale, simplified its description, and developed a psychometric called the MBTI, the "Myers-Briggs Type Indicator" for measuring their revised system of personality typing. The MBTI test and associated model has become so famous that today many people refer to personality typing as the "MBTI", but in a rigorous sense this is not true; the MBTI is only one test instrument among several for determining personality types, though it is by far the most widely used. Hereafter, unless qualified, 'personality typing' refers to the personality model developed by Myers and Briggs, and adopted by others such as Keirsey and Bates, while the MBTI refers to their test.

In a somewhat oversimplified nutshell, personality typing as defined by Myers and Briggs, and more recently by Keirsey and Bates and others (I will not even attempt to explain Jung's view of personality typing), essentially assumes that much of our personality can be defined by dividing it into four orthogonal (or independent) preference areas or scales: energizing, attending, deciding, and living (defined in detail below). Within each scale we have a preference for one of two opposites that define the scale (also described below). This makes for a total of 16 different combinations ($2 \times 2 \times 2 \times 2$), each of which defines one particular and unique personality archetype. **(special footnote)**

It is a curious and interesting observation that personality typing is not used nor studied much within the research/academic psychological and psychiatric communities, at least compared to other models/metrics, nor is it universally accepted. Some reasons for this are that, first of all, personality typing is automatically rejected by some schools of thought on purely philosophical grounds (e.g., cognitive psychology, social psychology); it would not matter to many of the proponents of these schools of thought whether or not personality typing was shown to work in the real world! These people tend to focus more on scientific purity/orthodoxy than on "engineering" practicality. (Both of these "world views" of science and its application are equally valid and important.)

The second reason is more pragmatic: personality typing does not measure mental health since it assumes that all preferences and types are equally normal and healthy. Thus, many therapists who are treating mental illness do not usually find it useful for their purposes since they almost always need to understand the mental health of their patient and so they tend to use other psychometrics, such as the MMPI, which are specifically designed for this purpose. However, this doesn't mean that practicing psychologists totally eschew personality typing -- some do use this system for their patients/clients, particularly for helping people to "find themselves" and for

other non-mental health related purposes such as marriage and career counseling. In addition, counselors find that their clients can quickly understand this model, and the many lay-oriented books on the subject of personality typing are a great aid to understanding, thus augmenting the efforts of the counselor.

Outside of the psychological community, however, personality typing (with the MBTI being the most used metric) is by far the most widely-used model of human personality. It is used extensively in career counseling and development, business and education. Its penetration into these areas stems partly from the fact cited above that it does not touch upon the tricky aspect of mental health, which is better dealt with by trained counseling psychologists and psychiatrists.

Personality typing also assumes that all types, preferences, and temperaments are equally valid and good, which fosters an appreciation rather than a mistrust of diversity. This, combined with its "intuitive" credibility, makes personality typing very popular.

SOME SLIGHTLY MORE TECHNICAL COMMENTS

NEXT SECTION

Here's where Jungian thought comes into play since particular combinations of preferences can have profound effects on overall personality by interacting in quite complex and dynamic ways, even though the preference scales themselves appear to be independent of one another in a practical sense. (Some minor correlation has sometimes been observed in the preference scales. From a practical viewpoint, however, the four scales can be considered orthogonal.)

SOME SLIGHTLY MORE TECHNICAL COMMENTS

For those who take more of a scientific approach to personality, let me make four final comments (and if you quickly get bored by the following deeper discussion you can skip it and go to the [next section](#) without missing anything fundamental).

First of all, many researchers in personality typing believe that other independent scales could be added to the four to more accurately model human personality, and they are probably correct. However, this is an area that has not been well researched. To many, the four Myers-Briggs scales appear to be adequate for most practical purposes.

The second comment concerns the scientific validity of personality typing and its associated metrics, which is of great interest to scientific psychologists and others who generally take a rigorous scientific approach to matters (and personality typing can identify these people!). Though there is no universal agreement, partly for the reasons cited above, it is my belief that over 30 years of data gathering has essentially confirmed the usefulness and accuracy of personality typing. For further discussion about its reliability, validity, and overall quality, which to psychometric specialists have very specific meanings, consult the review article by DeVito in the 9th Mental Measurements Yearbook (MMY) referenced in the Resource Materials section of this Summary. Overall, this review article is quite comprehensive and objective, showing both the strengths and weaknesses of personality typing and its most often used metric, the MBTI. It essentially supports the viewpoint that personality typing is useful and accurate.

The third comment deals with how we are to view the four preference scales. Some view them as strictly dichotomous (some relax that a bit and assume a third choice, no preference, is equally valid). Others view the scales as continuous scales, which can be measured by the appropriate metric. This Summary, by default, takes the pure dichotomous approach, but the continuous approach has some interesting possibilities in fine tuning the model. The continuous scales approach, however, makes interpretation much more complex, putting it out of the reach of the average lay person to quickly comprehend. It is also unclear whether an accurate measurement along the continuous scale is even possible, since it is highly dependent on the choice, number, and quality of the questions used in the measuring metric -- no metric can possibly cover all the life situations that a person could experience.

The fourth comment concerns whether personality types are genetically determined, or develop during childhood and adolescence from cultural and family influences (better known as the "Nature" vs. "Nurture" debate). This is a very controversial area which has become quite politicized because of the obvious social/political ramifications with accepting either extreme. The general consensus seems to be that personality type is determined by both in a fairly complex way, though which one dominates has not been established.

To complicate matters even further, there are theories as well as observations that personality type can change or shift as a person ages. Some view this shift as a natural progression towards the "true" or "innate" personality, due in part to the stripping away of the personality masks that many put on in early life in response to strongly incompatible type-influences, such as from family and the surrounding culture. Others, who believe that "Nurture" plays the dominant role

in human personality, view the personality type change as more of a random process due to the integral effect of outside influences. Further discussion on the "Nature" vs. "Nurture" debate is beyond the scope of this Summary.

I personally take the view that human personality is at least 50% genetic -- this is mentioned so the reader is aware of my bias in the event I elsewhere make or imply such a viewpoint in this Summary. There are many personality type experts/proponents who do not share my views in this regard. Personality typing is just as valid for the "Nurture" school of thought -- it just has different interpretations and ramifications.

[Return to the Section: INTRODUCTION TO PERSONALITY TYPING](#)

[DESCRIPTION OF THE FOUR PREFERENCE SCALES](#)

[TABLE OF CONTENTS](#)

DESCRIPTION OF THE FOUR PREFERENCE SCALES

For each of the following four preference scales which underlie personality typing, every person usually has a preference for one of the two opposite, and equally good, choices (designated by a single letter as shown). This does not mean that they only do one at the exclusion of the other -- most people will go either way depending on circumstances outside their control. But most people usually do have an overall, clear-cut ***preference*** for circumstances where they do have control.

How these scales are put together to form a personality "picture" or type for an individual will be dealt with later. **(special footnote)**

The four preference scales are:

- Energizing*** How a person is energized
- Attending*** What a person pays attention to
- Deciding*** How a person decides
- Living*** Lifestyle a person prefers

Following are the preferences for each of the four scales:

Energizing How a person is energized:

***Extroversion
(E)***

Preference for drawing energy from the outside world of people, activities or things.

Introversion (I)

Preference for drawing energy from one's internal world of ideas, emotions, or impressions.

(special note)

Attending What a person pays attention to:

Sensing (S)

Preference for using the senses to notice what is real.

Intuition (N)

Preference for using the imagination to envision what is possible -- to look beyond the five senses. Jung calls this "unconscious perceiving".

Deciding How a person decides:

Thinking (T) Preference for organizing and structuring information to decide in a logical, objective way.

Feeling (F) Preference for organizing and structuring information to decide in a personal, value-oriented way.

Living Life style a person prefers:

Judgment (J) Preference for living a planned and organized life.

Perception (P) Preference for living a spontaneous and flexible life.

(special note)

It is interesting to observe the distribution of these preferences in the actual population. Keirse and Bates give the following distribution from a 1964 study:

E (75%)	I (25%)
S (75%)	N (25%)
T (50%)	F (50%)
J (50%)	P (50%)

It is obvious that these percentages are only approximate, and more recent studies appear to give somewhat different percentages. The general trend, however, of the **I** and **N** preferences significantly being in the minority seems to hold true from all studies of general populations.

Once statistics are gathered, it is possible to test the original Myers-Briggs theory that these four preference scales are orthogonal (independent) of one another. Some studies indicate they are indeed orthogonal, while other studies seem to indicate that they are orthogonal with the exception of some observed minor correlation between the **S-N** and the **J-P** scales.

There is also a small gender shift in the **T-F** scale, with approximately 60% of all females being **F**, and 60% of the males being **T**.

NEXT SECTION

TABLE OF CONTENTS

When a person does not perceive of a clear and resounding preference for a particular scale, the letter 'X' is used to designate this "I don't know" condition. There are differences of opinion as to the meaning and significance of this in-between/no preference, which is briefly commented upon in the previous section. The 'X' preference will not be discussed any further in this Summary.

In a deeper sense, energizing is only one facet of this scale -- it's really a measure of a person's whole orientation towards either the inner world (*I*) or the external world (*E*).

An alternative definition of this scale is "Closure -- whether or not a person prefers an open-ended lifestyle."

VOCABULARY FOR EACH PREFERENCE SCALE

There are several approaches to determine a person's preference for each of the four preference scales. One approach is to take a test such as the MBTI or the Keirsey-Bates (which is found in their book *Please Understand Me*). Another excellent approach is to study the preferred vocabulary for the four scales.

Summarized below are word lists associated with each preference for the four scales. By reading and comparing the two word lists for each scale, and determining which list you better relate and/or prefer, will be a very strong indicator of your preference for that scale. Consider these word lists to comprise a mini-test on personality typing!

The preferred vocabulary lists also further explain what the four scales actually measure or denote.

EXTROVERSION-INTROVERSION PREFERRED VOCABULARY

Extroversion

sociability
breadth
external
extensive
interaction
expenditure of energy
interest in external events
multiplicity of relationships

Introversion

territoriality
depth
internal
intensive
concentration
conservation of energy
interest in internal reaction
limited relationships

SENSING-INTUITION PREFERRED VOCABULARY

Sensing

experience
past
realistic
perspiration
actual
down-to-earth
utility
fact
practicality
sensible

INtuition

hunches
future
speculative
inspiration
possible
head-in-clouds
fantasy
fiction
ingenuity
imaginative

THINKING-FEELING PREFERRED VOCABULARY

Thinking

objective
principles
policy
laws
criterion
firmness
impersonal
justice
categories
standards
critique
analysis
allocation

Feeling

subjective
values
social values
extenuating circumstances
intimacy
persuasion
personal
humane
harmony
good or bad
appreciate
sympathy
devotion

JUDGMENT-PERCEPTION PREFERRED VOCABULARY***Judgment***

settled
decided
fixed
plan ahead
run one's life
closure
decision-making
planned
completed
decisive
wrap it up
urgency
deadline!
get show on the road

Perception

pending
gather more data
flexible
adapt as you go
let life happen
open options
treasure hunting
open ended
emergent
tentative
something will turn up
there's plenty of time
what deadline?
let's wait and see...

NEXT SECTION

TABLE OF CONTENTS

THE SIXTEEN PERSONALITY TYPES

(To directly access the summary profiles for each of the 16 types, click [here](#))

The two preferences for each of the four independent scales give 16 unique combinations ($2 \times 2 \times 2 \times 2$), each combination being designated a personality type. The commonly accepted order for describing each combination is given as:

Energizing : Attending : Deciding : Living

For each of these 16 types, quite detailed personality profiles have been assembled from many years of application and analysis on large populations of normal people, as well as theoretical analysis of how the preference scales interact with each other. It is ***VERY*** important to realize that these personality profile descriptions (which could also be referred to as archetypes) are derived from large populations, and some variation from the archetype is expected to occur from individual to individual. One major source of variation, but not the only one, is the possible presence of mental illness/trauma (most often low self-image), which is not measured nor even considered by the personality typing model. It is plausible that the observable behavior from some forms of mental illness may be strongly influenced by innate personality type (assuming there is such a thing as an innate personality type).

There seems to be widespread agreement among those who study personality typing that these personality profiles closely describe the real personality of ***MOST*** people once their four-scale preferences have been determined, either by taking a test such as the MBTI and/or by a qualitative assessment such as studying the previous sections of this Summary and the materials listed in the Resource Materials section at the end of this Summary.

Anecdotal statements such as "***the description was so right on the money that I fell out of my chair***", and "***the profile was so much like me it was eerie!***", and similar anecdotes, are commonly expressed by many people after reading their personality profile for the first time. I myself had a similar reaction when I first read the profile for the ***INFJ*** personality type; subsequent study of the other 15 types confirmed that indeed the personality described in the ***INFJ*** profile fits me much, much better than any of the others.

Though anecdotes do not form proper scientific "proof", nor should they, the sheer number of such anecdotes have alone led many personality typing researchers to privately conclude that personality typing is a sufficiently accurate and useful model of normal human personality.

Following is a very brief overview of the ***summary profiles*** for each of the 16 types. Included for each type is the approximate percentage of the general population being that type, using the 1964 Keirsey-Bates percentages and assuming scale orthogonality.

ENFJ "Pedagogue"

Outstanding leader of groups. Can be aggressive at "***helping others to be the best that they can be***".

5% of the total population.

<u>ENFP</u>	"Journalist"	Uncanny sense of the motivations of others. Life is an exciting drama; emotionally warm; empathic. <i>5% of the total population.</i>
<u>ENTJ</u>	"Field Marshall"	The basic driving force and need is to lead. Tends to seek a position of responsibility and enjoys being an executive. <i>5% of the total population.</i>
<u>ENTP</u>	"Inventor"	Enthusiastic interest in everything and always sensitive to possibilities. Non-conformist and innovative. <i>5% of the total population.</i>
<u>ESFJ</u>	"Seller"	Most sociable of all types. Nurturer of harmony. Outstanding host or hostesses. <i>13% of the total population.</i>
<u>ESFP</u>	"Entertainer"	Radiates attractive warmth and optimism. Smooth, witty, charming, clever. Fun to be with. Very generous. <i>13% of the total population.</i>
<u>ESTJ</u>	"Administrator"	Much in touch with the external environment. Very responsible. Pillar of strength. <i>13% of the total population.</i>
<u>ESTP</u>	"Promoter"	Action! When present, things begin to happen. Fiercely competitive. Entrepreneur. Often uses shock effect to get attention. Negotiator par excellence. <i>13% of the total population.</i>
<u>INFJ</u>	"Author"	Motivated and fulfilled by helping others. Complex personality. <i>1% of the total population.</i>
<u>INFP</u>	"Questor"	High capacity for caring. Calm and pleasant face to the world. High sense of honor derived from internal values. <i>1% of the total population.</i>
<u>INTJ</u>	"Scientist"	Most self-confident and pragmatic of all the types. Decisions come very easily. A builder of systems and the applier of theoretical models. <i>1% of the total population.</i>
<u>INTP</u>	"Architect"	Greatest precision in thought and language. Can readily discern contradictions and inconsistencies. The world

exists primarily to be understood.
1% of the total population.

ISFJ ***"Conservator"***

Desires to be of service and to minister to individual needs -- very loyal.
6% of the total population.

ISFP ***"Artist"***

Interested in the fine arts. Expression primarily through action or art form. The senses are keener than in other types.
5% of the total population.

ISTJ ***"Trustee"***

Decisiveness in practical affairs. Guardian of time-honored institutions. Dependable.
6% of the total population.

ISTP ***"Artisan"***

Impulsive action. Life should be of impulse rather than of purpose. Action is an end to itself. Fearless, craves excitement, master of tools.
5% of the total population.

NEXT SECTION

TABLE OF CONTENTS

THE SUMMARY PROFILES FOR THE 16 PERSONALITY TYPES

ENFJ

ENFP

ENTJ

ENTP

ESFJ

ESFP

ESTJ

ESTP

INFJ

INFP

INTJ

INTP

ISFJ

ISFP

ISTJ

ISTP

Return to the Section: THE SIXTEEN PERSONALITY TYPES

TABLE OF CONTENTS

THE FOUR KEIRSEY-BATES TEMPERAMENTS

There are other systems that have been developed to model human personality. The most well-known and oft-used ones are those that divide human personality into four major groups or temperaments. Hippocrates in ancient Greece described the first four temperament system, also known as the "***Four Humors***": *Sanguine, Melancholic, Choleric, and Phlegmatic*.

More recently, Keirsey and Bates took the sixteen personality types and categorized them into four recognizable temperaments based on certain combinations of three of the four scales: ***SJ***, ***SP***, ***NT***, and ***NF***. In addition, they named each temperament after the Greek mythological figure who best exemplifies the world-view attributes of that temperament:

<i>NF</i>	Apollo	<i>"Reach for the Sky"</i>
<i>NT</i>	Prometheus	<i>"Foresight"</i>
<i>SJ</i>	Epimetheus	<i>"Hindsight"</i>
<i>SP</i>	Dionysius	<i>"Let's Drink wine"</i>

The four Keirsey-Bates temperaments appear to represent a person's "***Key Focus and/or Fundamental Emotional Need***", while the 16 types appear to represent a person's complete, day-to-day personality. The Keirsey-Bates temperaments could also be described as the "***bottom line***", the "***motivation***", or the "***world-view***" of one's personality.

There is some correlation and overlap between the Hippocratic Humors and the Keirsey-Bates temperaments, but the fit is nowhere near perfect. The main differences lie mostly in focus: the Hippocratic Humors focus more on the neurotic aspects seen in some people, and so have an overall negative connotation, while the Keirsey-Bates temperaments focus strictly on normal, healthy personality and so are much more universal and positive.

The four Keirsey-Bates temperaments are summarized as follows: (Note: The lists of focus/needs/beliefs/behaviors for each temperament is an aggregate list, meaning any one person of that temperament will probably exhibit or have only some of these attributes. The other two preference scales play a role in this variation.)

NF ***SPIRIT/ETHICS*** ***(Apollo)***

Key Focus/Emotional Need:

Search for Self, and/or Peace and Harmony

Beliefs/Behaviors:

"How do I become the person I really am?"
Value relationships
Harmony with others -- can be very amiable
Desire to inspire and persuade
Need to live a life of significance

Search for unique identity
Tend to focus on the good in others
Especially abhors "evil", which is anything that violates cherished values
Management Style: Catalyst, Spokesperson, Energizer
Spiritual Style: St. Augustine

NT **SCIENCE/THEORETICAL** **(Prometheus)**

Key Focus/Emotional Need:

Competence, Knowledge, and/or To Lead and Control

Beliefs/Behaviors:

Tries to understand "whys" of the universe (especially if a 'P')
Very demanding of selves and others
Goal setter
A driver (especially if a 'J')
"Should have known" and "Should have done better" (especially if a 'P') (special footnote)
Coolly objective; straightforward and logical in dealing with others
Reluctance to state obvious; little redundancy in communications
Work is for improvement, perfection, proof of skills
Love of knowledge
Management Style: Visionary, Architect of Systems, Builder
Spiritual Style: St. Thomas Aquinas

SJ **DUTY/COMMERCE/ECONOMIC** **(Epimetheus)**

Key Focus/Emotional Need:

Responsibility, Tradition and/or To Maintain Order

Beliefs/Behaviors:

Conserves heritage and tradition, or establishes new ones
Very attentive to details
Belief in hierarchy: subordination and super

ordination
Rules: compelled to be bound and obligated
My duty is to serve, give, care, save, share
"Shoulds" & "oughts"; "be prepared" (<i>special footnote</i>)
Fosters and creates social units: clubs, church groups
Management Style: Traditionalist, Stabilizer, Consolidator
Spiritual Style: St. Ignatius

SP **JOY/ARTISTRY/AESTHETIC** (*Dionysus*)

Key Focus/Emotional Need: Freedom, Independence, Spontaneity and/or To Have Fun

Beliefs/Behaviors:

Impulsive
Can be very expressive (especially if an 'E')
To do what I want, when I want
Action to fulfill my current needs, impulses, not as investment for longer term need
Works dramatically and quickly in crisis
Hungers for action without constraints
Tremendous stamina
Management Style: Troubleshooter, Negotiator, Fire Fighter
Spiritual Style: St. Francis of Assisi

NEXT SECTION

TABLE OF CONTENTS

Both the *SJ* and *NT* temperaments list similar beliefs. However, there is a major difference between the two: to an *SJ* a person "*should*" and "*ought*" because that is the most *responsible* thing to do, while to an *NT* a person "*should*" and "*ought*" because that is the most *competent* way to be. The fundamental motivations between the two temperaments are quite dissimilar, despite leading to a similar belief.

RESOURCE MATERIALS ON PERSONALITY TYPING

BOOKS

PERIODICAL LITERATURE

OTHER

TABLE OF CONTENTS

BOOKS

Please Understand Me, An Essay on Temperament Styles, by David Keirsey and Marilyn Bates. Prometheus Nemesis Book Company, P.O. Box 2748, Del Mar, CA 92014, phone (619) 632-1575. [One of the more widely known books describing the Myers-Briggs Type Indicator. It includes a self-test \(many do not consider it to be as good as the MBTI test\).](#)

Portraits of Temperament, David Keirsey. Prometheus Nemesis Book Company, P.O. Box 2748, Del Mar, CA 92014, phone (619) 632-1575, 1987.

Gifts Differing, Isabel Briggs-Myers (with Peter Myers). Consulting Psychologists Press, 1980 ISBN 0-89106-011-1 (pb) 0-89106-015-4 (hb). [The real *Please Understand Me*, from the horse's mouth \(i.e., the daughter in the original mother/daughter pair\). A good bridge between Jung and PUM, but no self-test included.](#)

Manual: A Guide to the Development and Use of the Myers Briggs Type Indicator, by Isabel Briggs-Myers and Mary H. McCaulley. Consulting Psychologists Press, 1985.

LifeTypes, by Sandra Hirsh and Jean Kummerow, ISBN 0-446-38823-8 USA and ISBN 0-446-38824-6 Canada. Warner Books, Inc., 1989.

Facing Your Type, George J. Schemel and James A. Borbely. Published by Typofile Press, Church Road, Box 223, Wernersville, PA 19565.

Type Talk, Otto Kroeger and Janet M. Thuesen. Bantam Doubleday Dell Publishing Group, Inc. (Tilden Press also mentioned.) ISBN 0-385-29828-59. [An easy-to-read book that gives profiles for all sixteen personality types.](#)

Type Talk at Work, Otto Kroeger and Janet M. Thuesen. ISBN 0-385-30174-X.

Type Watch, Otto Kroeger and Janet M. Thuesen.

The Leadership Equation, Lee Barr and Norma Barr. Eaking Press, Austin, Texas. 1989.

Using the Myers-Briggs Type Indicator in Organizations, Sandra Krebs Hirsh. Consulting Psychological Press, Inc., Palo Alto, CA. 1985.

People Types and Tiger Stripes, Gordon Lawrence. Available from Center for Application of Psychological Type, Gainesville, Florida. ISBN 0-935652-08-6. [This book is written primarily to help teachers counsel students, but it applicable for other related uses.](#)

Working Together, Olaf Isachsen and Linda Berens. New World Management Press, Coronado, CA. 1988.

From Image to Likeness -- A Jungian Path in the Gospel Journey, W. Harold Grant, Magdala

Thompson and Thomas E. Clarke. Paulist Press, 545 Island Road, Ramsey, NJ 07446. ISBN: 0-8091-2552-8, 1983. [This book deals with people's spiritual growth vis-à-vis personality types.](#)

Prayer and Temperament, by Michael and Norrissey. Other bibliographic information not known at present.

Personality Types and Religious Leadership, by Oswald and Kroeger. Available from the Alban Institute, 4125 Nebraska Ave NW, Washington, D.C., 20016. Phone (800) 457-2674. Other bibliographic information not known at present.

Psychological Types, C.G. Jung, H.G. Baynes (translator). Bollingen Series, Princeton U.P., 1971 ISBN 0-691-01813-8 (pb) 0-691-09770-4 (hb). [This book \(originally written in the early 1920's\) inspired Myers and Briggs to create the MBTI test. If you've only read *Please Understand Me*, then you'll have some trouble making the correlation.](#)

An Introduction To Theories of Personality, B.R. Hergenhahn. Prentice-Hall, New Jersey, 1990.

"An Empirical Investigation of the Jungian Typology", by Leon Gorlow, Norman R. Simonson, and Herbert Krauss. In ***Theories of Personality, Primary Sources and Research***, editors: Gardner Lindzey, Calvin S. Hall, Martin Manosevitz, Robert E. Krieger Publishing Company, Florida, 1988.

The Measurement of Learning Style: A Critique of Four Assessment Tools, Timothy J. Sewall, University of Wisconsin, 1986.

Dichotomies of the Mind: A System Science Model of the Mind and Personality, Walter Lowen (with Lawrence Miike). John Wiley, 1982 ISBN 0-471-08331-3. [A bizarre, but intriguing attempt to "correct" the MBTI's inherently 'F' focus to a 'hyper-T' perspective.](#)

[Return to: RESOURCE MATERIALS ON PERSONALITY TYPING](#)

[TABLE OF CONTENTS](#)

PERIODICAL LITERATURE

The Type Reporter. Susan Scanlon, Editor. For Subscription information, mail to: 524 North Paxton Street, Alexandria, VA 22304. (703) 823-3730. It comes out roughly 8 times a year, and costs \$16 for a year's subscription; I've found it worth the money. Recent topics include "Mistakes When Teaching Type", "Spending and Saving", and "Making Love".

Journal of Psychological Type. The official research journal of the Association for Psychological Type, 9140 Ward Parkway, Kansas City, MO 64114. One of the few outlets for research on the MBTI as most 'real' personality psychologists usually do not publish on it.

Mental Measurements Yearbook (MMY). Has lists of references to articles in peer-reviewed journals in which the MBTI test is used. An excellent review of MBTI is given by Anthony DeVito in the 9th MMY, and two additional reviews in the 10th MMY. The recently published 11th MMY does not include these. The MMY are available in the reference section of most college and university libraries.

Return to: RESOURCE MATERIALS ON PERSONALITY TYPING

TABLE OF CONTENTS

OTHER

Consulting Psychologists Press is the publishing arm of the Center for Applications of Psychological Type (CAPT). It distributes the official MBTI tests and official interpretation guides, a thick ***Atlas of Types*** which gives empirical type distributions for a wide range of population categories (e.g., policemen, system analysts, high school students), and many studies. CAPT puts out a catalog of available resources. CAPT can be reached at:

CAPT
2815 NW 13th Street
Suite 401
Gainesville, FL 32609
(800) 777-CAPT

Madness and Temperament: A Systems View of Psychopathology and Treatment. An audiocassette package consisting of verbatim, unedited presentations from a seminar at the Holiday Inn, March 4&5, 1989, by Dr. Eve Delunas. Ordering information: InfoMedix, Garden Grove, CA 92643, phone (714) 530-3454.

Return to: RESOURCE MATERIALS ON PERSONALITY TYPING

TABLE OF CONTENTS

ENFJ: Extraverted iNtuitive Feeling Judging

Profile written by Joe Butt
jabutt@sacam.oren.orn.edu
October 7, 1993

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

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

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

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

TRADEMARK: *"The first shall be last"*

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

Famous ENFJs:

David, King of Israel
Abraham Lincoln
Abraham Maslow, psychologist and proponent of 'self-actualization'
Ross Perot
Elizabeth Dole

Francois Mitterand

Bob Saget -- *America's Funniest Home Videos, Full House*

Dick Van Dyke

Andy Griffith

Desi Arnaz

Brenda Vaccaro (actress)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENFP: Extraverted iNtuitive Feeling Perceiving

Profile written by **Joe Butt**

Profile written by **Marina Margaret Heiss**

Comments by **Karl Greenow**

Comments by **Ruth Maas McIlhenny**

Profile submitted by **Ellie Blackwell**

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENFP: Extraverted iNtuitive Feeling Perceiving

Profile written by *Joe Butt*

jabutt@sacam.oren.orn.edu

October 7, 1993

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

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

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

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

ENFPs tend to be global learners. Close enough is satisfactory to the **ENFP**, which has often driven me to distraction in dealing with my daughter about such things as piano practice ("three quarter notes or four ... what's the difference?" Surprisingly, she's very good at math, but it's been a painful learning process ... sees the patterns but tends to overlook the details.)

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

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

Famous ENFPs:

Theodor "Dr." Seuss Geisel

Mickey Rooney

Barbara Walters

Geraldo Rivera

James Dobson, ***Focus on the Family***

Elizabeth Montgomery, actress (***Bewitched***)

Dave Thomas, owner of Wendy's hamburger chain

Dan Rather
Candice Cameron (D.J. on *Full House*)
Dave Coulier (Joey " " ")

Fictional:

Balkie (*Perfect Strangers*)
Cathy (comic strip character)

Return to: ENFP (main menu)

Return to: PERSONALITY TYPES MENU

Return to: THE SIXTEEN PERSONALITY TYPES

TABLE OF CONTENTS

ENFP: Extraverted iNtuitive Feeling Perceiving

Profile written by *Marina Margaret Heiss*

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March 17, 1993

General: **ENFPs** are both "idea"-people and "people"-people, who see everyone and everything as part of an often bizarre cosmic whole. They want to both help (at least, their *own* definition of "help") and be liked and admired by other people, on both an individual and a humanitarian level. They are interested in new ideas on principle, but ultimately discard most of them for one reason or another.

Social/Personal Relationships: **ENFPs** have a great deal of zany charm, which can ingratiate them to the more stodgy types in spite of their unconventionality. They are outgoing, fun, and genuinely like people. As SOs/mates they are warm, affectionate (lots of PDA), and disconcertingly spontaneous. However, attention span in relationships can be short; **ENFPs** are easily intrigued and distracted by new friends and acquaintances, forgetting about the older ones for long stretches at a time. Less mature **ENFPs** may need to feel they are the center of attention all the time, to reassure them that everyone thinks they're a wonderful and fascinating person.

ENFPs often have strong, if unconventional, convictions on various issues related to their Cosmic View. They usually try to use their social skills and contacts to persuade people gently of the rightness of these views; this sometimes results in their neglecting their nearest and dearest while flitting around trying to save the world.

Work Environment: **ENFPs** are pleasant, easygoing, and usually fun to work with. They come up with great ideas, and are a major asset in brainstorming sessions. Follow-through tends to be a problem, however; they tend to get bored quickly, especially if a newer, more interesting project comes along. They also tend to be procrastinators, both about meeting hard deadlines and about performing any small, uninteresting tasks that they've been assigned. **ENFPs** are at their most useful when working in a group with a J or two to take up the slack.

ENFPs *hate* bureaucracy, both in principle and in practice; they will always make a point of launching one of their crusades against some aspect of it.

[Return to: ENFP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENFP: Extraverted iNtuitive Feeling Perceiving

Comments by *Karl Greenow*

karlg@fulcrum.co.uk

March 18, 1993

In [article](#) Marina Margaret Heiss writes:

Social/Personal Relationships: ENFPs have a great deal of zany charm, which...

Again, very accurate, especially the part about being spontaneous and having a short attention span. I am certainly one of the 'less mature' types (at 27!) who wants to be the center of attention. Also, I despise being ignored by *anyone*. I also use the terrible trick of putting myself down so that people will tell me how good I am. (Is this typical ENFP?).

ENFPs often have strong, if unconventional, convictions on various issues related to their Cosmic View. They usually try to use their social skills and contacts to persuade people gently of the rightness of these views; this sometimes results in their neglecting their nearest and dearest while flitting around trying to save the world.

I *do* have strong beliefs on a lot of subjects, but will readily back down if I am going to upset/disagree with someone. I would rather keep my views to myself, instead of possibly making someone not like me by virtue of the views I hold.

Work Environment:

Absolutely. Procrastination, hate of small jobs, etc. I also have no big ambitions, regarding job, money, power etc. My 'ambition' is just to smile a lot throughout my life.

Other things of relevance: I am hopelessly romantic. I love to be with someone special (for a while) and then I drift off being totally selfish until... and the whole cycle starts again. I love giving presents, and hate receiving them. I do not like to be in the position where someone has done me a good turn and I feel in their 'debt'. I am an avid collector of junk, that I rarely look at shortly after I have bought it. I am known to try to be 'different' just for the sake of it and to get people to think I am more interesting than I actually am.

[Return to: ENFP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

TABLE OF CONTENTS

ENFP: Extraverted iNtuitive Feeling Perceiving

Comments by *Ruth Maas McIlhenny*

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March 21, 1993

Marina and Karl, you are both right about the **ENFP** description. Like you Karl, I hate getting into arguments with people if I think that I will end up hurting their feelings, or if things aren't going to be as smooth after the argument ends. I like to think that I am a smiley person also. The problem is, that when you are feeling blue, it's magnified about 100 times because you are usually so cheery. In fact, people get more frustrated with **ENFPs** when they are down because I think that the rest of the world looks at **ENFPs** to cheer them up!! My sister, an **ENTP** calls me "flaky" because I cry at the littlest things, like commercials etc... I am also a hopeless romantic, and my attention span is low when it comes to relationships, especially if they are long distance ones! (out of sight, out of mind -- there are so many interesting people around me now!!!) I hope that this also strikes a chord in some **ENFPs** out there.

[Return to: ENFP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENFP: Extraverted iNtuitive Feeling Perceiving

Profile submitted by *Ellie Blackwell*

m17257@mwvm.mitre.org

August 10, 1993

[This is what I received as an analysis of my own type after taking the Keirsey test. After reading the **ENTP** profile, I still think I stick to this one, but I'm definitely torn between the two.]

For **ENFPs** nothing occurs which does not have some significance, and they have an uncanny sense of the motivations of others. This gives them a talent for seeing life as an exciting drama, pregnant with possibilities for both good and evil. This type is found only about 5 % of the general population, but they have great influence because of their extraordinary impact on others. **ENFPs** strive toward the authentic, even when acting spontaneously, and this is usually communicated nonverbally to others who find this characteristic attractive. **ENFPs**, however, find their own efforts of authenticity and spontaneity always lacking, and berate themselves for being so conscious of self.

ENFPs consider intense emotional experiences vital; when they have these, however, they are made uneasy by a sense of being there but with a part of themselves split off. They strive for congruency, but always see themselves in some danger of losing touch with their real feelings, which **ENFPs** possess in a wide range and variety.

ENFPs exercise a continuous scanning of the environment, and nothing out of the ordinary is likely to escape their attention. They are keen and penetrating observers and are capable of intense concentration on another individual while aware of what is going on about them. Their attention is never passive or casual, never wandering, but always directed. At times **ENFPs** find themselves interpreting events in terms of another's "hidden motive", giving special meaning to words or actions. While **ENFPs** are brilliantly perceptive, they can make serious mistakes in judgment, which works to their discomfort. These mistakes derive from their tendency to focus on data which confirm their own biases. They may be absolutely correct in their perceptions but wrong in their conclusions.

Because they tend to be hypersensitive and hyper alert, they may suffer from muscle tension. They live in readiness for emergencies; because they have this facility, they assume this is true for others. They can become bored rather quickly with both situations and people, and resist repeating experiences. They enjoy the process of creating something -- an idea or a project -- but are not as interested in the follow-through. People get caught up and entranced by an **ENFP**. Yet this type is marked with a fierce independence, repudiating any kind of subordination, either in themselves or in others in relation to them. They do tend to attribute more power to authority figures than is there and give over to these figures an ability to "see through them". While **ENFPs** resist the notion of others becoming dependent or having power over them, their charisma draws followers who wish to be shown the way. **ENFPs** constantly find themselves

surrounded by others who look toward the **ENFP** for wisdom, inspiration, courage, leadership, and so on.

ENFPs are optimistic and are surprised when people or events do not turn out as anticipated. Often their confidence in the innate goodness of fate and human nature is a self-fulfilling prophecy.

ENFPs have a remarkable latitude in career choices and succeed in many fields. As workers, they are warmly enthusiastic, high-spirited, ingenious, imaginative and can do almost anything that interests them. They can solve most problems, particularly those dealing with people. They are charming and at ease with colleagues; others enjoy their presence. **ENFPs** are outstanding in getting people together, and are good at initiating meetings and conferences, although not as talented at providing for the operational details of these events. They enjoy inventing new ways of doing things, and their projects tend to become a cause, quickly becoming personalized. They are imaginative themselves, but can difficulty picking up on ideas and projects initiated by others. Once people and projects have become routine, **ENFPs** are likely to lose interest; what **MIGHT** be is always more fascinating than what **IS**. They usually have a wide range of personal and telephone contacts, expending energy in maintaining both career and personal relationships.

ENFPs make excellent salespeople, advertising people, politicians, screen or play writers, and in general are attracted to the interpretive arts, particularly character acting. People-to-people work is essential for **ENFPs**, who need the feedback of interaction with others. **ENFPs** may find it difficult to work within the constraints of an institution, especially in following rules, regulations, and standard operating procedures. More frequently, institution policies and procedures are targets to be challenged and bent by the will of an **ENFP**. In occupational choice, **ENFPs** quickly become restless if the choice involves painstaking detail and follow-through over a period of time. Variety in day-to-day operations and interactions best suits the talents of **ENFPs**, who need quite a bit of latitude in which to exercise their adaptive ingenuity.

As mates, **ENFPs** tend to be charming, gentle, sympathetic, and nonconformist. They are not likely to be interested in the less-inspired routine of daily maintenance and ever will be seeking new outlets for their inspirations. As parents, **ENFPs** are devoted although somewhat unpredictable in handling their children, shifting from a role of friend-in-need-rescuer to stern authority figure. They may not always be willing to enforce their impulsive pronouncements, but leave it to their mates to follow through. A mate of an **ENFP** can expect charming surprises: extravagant generosity punctuated by periods of frugality. Independent actions regarding money on the part of an **ENFPs** mate are not ordinarily welcomed. **ENFPs** generally are the ones in charge of the home, and a conflict-free home is desired, almost demanded. The **ENFPs** home may contain extravagant luxuries, while necessities may be missing. They are not always interested in saving for the future.

ENFPs are characteristic in their pursuit of the novel, their strong sense of the possible, and outstanding intuitive powers. At the same time, they have warmth and fun with people and generally are unusually skilled in handling people. Their Extraverted role tends to be well developed, as is their capacity for the novel and dramatic.

At mid-life **ENFPs** may need to give particular attention to their physical health. Work with various media may be pleasurable. They also need to discipline themselves against beginning too many projects and making commitment to too many people. **ENFPs** certainly need to relax, to decrease the number of hours invested in work, and turn to recreational activities.

[Return to: ENFP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENTJ: Extraverted iNtuitive Thinking Judging

Profile written by Joe Butt
jabutt@sacam.oren.orn.edu
October 1, 1993

ENTJs have a natural tendency to assume control of groups. This may be expressed with the charm and finesse of a world leader or, at the other extreme, with the insensitivity of a cult leader. The ENTJ requires little encouragement to make a plan. One ENTJ put it this way... "I make these little plans that really don't have any importance to anyone else, and then feel compelled to carry them out." Not all ENTJs may be as driven, nevertheless the bent to plan creatively is common to NJ types.

ENTJs are often "larger than life" in describing their projects or proposals. A friend once told me that he was agog at the description one ENTJ was expounding of a particular gathering. Then my friend realized that he himself had been at that gathering and had found it rather ordinary!

TRADEMARK: "I'm really sorry you have to die."

(I realize this is an overstatement. However, most F's, and other gentle souls, usually chuckle knowingly when I suggest this description.)

ENTJs are decisive, often on behalf of other people. Few of other types can equal their ability to remain resolute in conflict, sending the valiant (and often 'leading the charge') 'into the mouth of hell.' When challenged, the ENTJ may by reflex become argumentative. Alternatively (s)he may fix one with an icy gaze that serves notice: the ENTJ is not one to be trifled with.

Famous ENTJs:

James Monroe (5th U.S. President)
Franklin D. Roosevelt (U.S. President)
General Norman Schwarzkopf
Harrison Ford
Steve Martin
Whoopi Goldberg
Sigourney Weaver
Margaret Thatcher
Al Gore (U.S Vice President, 1993-)
Lamar Alexander (former governor, US Secretary of Education)
Les Aspen, U.S. Secretary of Defense
Kyrstie Alley (Cheers, Sibling Rivalry)
Candace Bergen (Murphy Brown)

Jay Leno
Dave Letterman
Sean Connery (agent 007)
Patrick Stewart -- "Make it so" (Captain Jean Luc Picard on
Star Trek: The Next Generation)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENTP: Extraverted iNtuitive Thinking Perceiving

Profile written by **Brian Yamauchi**

Profile written by **Marina Margaret Heiss**

Comments by **Joe Butt**

Return to: **PERSONALITY TYPES MENU**

Return to: **THE SIXTEEN PERSONALITY TYPES**

TABLE OF CONTENTS

ENTP: Extraverted iNtuitive Thinking Perceiving

Profile written by Brian Yamauchi

yamauchi@ces.cwru.edu

May 21, 1993

ENTPs are inventors, innovators, explorers, entrepreneurs, and visionaries.

ENTPs are always looking over the next horizon, trying to push the edge of the envelope, and trying to do what other people say can't be done. What is -- is never good enough. **ENTPs** have a vision of what could be and a powerful drive to turn their visions into reality.

ENTPs value progress and change, both in their personal lives and in the world as a whole. The idea of a static, unchanging life -- appealing to some **SJs** -- is abhorrent to an **ENTP**. **ENTPs** are always seeking out new experiences, new ideas, and new achievements. While other types may worry that the world is changing too fast, **ENTPs** are more likely to be frustrated that the world isn't changing fast enough -- in the direction they want it to move.

Like other **NTs**, **ENTPs** tend to have a rational, empirical view of the world and often have a strong and early interest in science and technology -- but this world view and these interests are expressed differently in each of the types.

While an **INTP** may be content to design a system or even just prove it is possible to design a system -- **ENTPs** want to design and build the system and see it working with their own eyes. In this way, they resemble **INTJs** in their goals -- but not in their approach toward achieving those goals. **INTJs** tend to work carefully and methodically with a detailed plan of action -- **ENTPs** are more likely to have bursts of inspiration that are translated into reality through intermittent periods of extremely intense activity.

ENTPs tend to be sociable -- they enjoy interacting with interesting people and doing interesting things with others. The key word is "interesting". **ENTPs** have a low boredom threshold, and unlike **EF**-types, they have little desire to be around other people simply for the sake of being around other people.

More than other **NTs**, **ENTPs** value intense experiences -- including emotional experiences -- and are less likely than other **NTs** to attempt to suppress their emotions. When **ENTPs** are up, they're on top of the world, facing unlimited possibilities, unbounded horizons, and an exhilarating future. When **ENTPs** are down, the universe lacks any redeeming qualities, whatsoever.

ENTPs are risk-takers -- flying, skydiving, scuba diving, hang gliding, mountain climbing, and fast cars all have a strong appeal for **ENTPs**. Unlike **STP** risk-takers, however, **ENTPs** are less likely to become experts in a particular activity, and more likely to sample a wide variety of different experiences.

ENTPs have little respect for rules that fail to serve a useful purpose. Rules that significantly inhibit the ability to get things done will be changed, finessed, or simply ignored.

While **ENTPs** value their personal relationships, they find it easier than some other types (in particular, **NFs** and **SFJs**) to leave those relationships behind. An **ESFJ**, for example, might be terrified by the thought of leaving all of their friends behind and moving alone to a new city. An **ENTP** in the same situation may miss those friends, but at the same time be looking forward to the new people, new places, new experiences, and new opportunities they may find in their new environment.

Famous ENTJs:

John Adams
Christopher Columbus
Wernher von Braun
Richard Feynman
Arthur C. Clarke
Francis Ford Coppolla
Steven Jobs
Neil Peart

Fictional ENTPs:

Indiana Jones
Geordi LaForge (*Star Trek: The Next Generation*)
Calvin (*Calvin & Hobbes*)
Jason Fox (*Fox Trot*)

[Return to: ENTP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENTP: Extraverted iNtuitive Thinking Perceiving

Profile written by *Marina Margaret Heiss*

mmh0m@poe.acc.virginia.edu

May 21, 1993

"Clever" is the word that perhaps describes **ENTPs** best. The professor who juggles half a dozen ideas for research papers and grant proposals in his mind while giving a highly entertaining lecture on an abstruse subject is a classic example of the type. So is the stand-up comedian whose lampoons are not only funny, but incisively accurate.

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

ENTPs are as innovative and ingenious at problem-solving as they are at verbal gymnastics; on occasion, however, they manage to outsmart themselves. This can take the form of getting found out at "sharp practice" -- **ENTPs** have been known to cut corners without regard to the rules if it's expedient -- or simply in the collapse of an over-ambitious juggling act. Both at work and at home, **ENTPs** are very fond of "toys" -- physical or intellectual, the more sophisticated the better. They tend to tire of these quickly, however, and move on to new ones.

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

In terms of their relationships with others, **ENTPs** are capable of bonding very closely and, initially, suddenly, with their loved ones. Some appear to be deceptively offhand with their nearest and dearest; others are so demonstrative that they succeed in shocking co-workers who have only seen their professional side. **ENTPs** are also good at acquiring friends who are as clever and entertaining as they are. Aside from those two areas, **ENTPs** tend to be oblivious of the rest of humanity, except as an audience -- good, bad, or potential.

Additional famous ENTPs:

Alexander the Great

Confederate General J. E. B. Stuart

Sir Walter Raleigh

Fictional:

Mercutio, from *Romeo and Juliet*

Horace Rumpole, from John Mortimer's *Rumpole of the Bailey* series

Dorothy L. Sayers' detective Lord Peter Wimsey

[Return to: ENTP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ENTP: Extraverted iNtuitive Thinking Perceiving

Comments by *Joe Butt*

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May 22, 1993

From an outsider's (non-ENTP's) view, for 'type watching' purposes, there are a couple of characteristics I'd like to add:

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

2) members of this type could easily fit under the rubric: *intelligensius anarchus*. As one of my coworkers put it recently, "speaking of anarchists, how's Dave doing?"

I would also like to offer a few famous ENTPs:

John Adams 2nd US President. Adams appears to have been competing with Thomas Jefferson to see who would live the longest. ("Jefferson surv...")

Thomas Edison, definitely a 'working model' man

Lewis Carrol

Sir Winston Churchill

Valerie Harper

Bill Cosby

Suzanne Pleshette

Tom Hanks

John Candy

Robin Williams

John Sununu

Alfred Hitchcock

Fictional Characters:

'Q' (*Star Trek: The Next Generation*)

Bugs Bunny

Wile E. Coyote

Garfield

[Return to: ENTP \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ESFJ: Extraverted Sensing Feeling Judging

Profile written by Joe Butt
jabutt@sacam.oren.orn.edu
October 7, 1993

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

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

ESFJs are easily wounded. And when wounded, their emotions will not be contained. They by nature "wear their hearts on their sleeves," often exuding warmth and bonhomie, but not infrequently boiling over with the vexation of their souls.

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

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

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

Famous ESFJs:

U.S. Presidents:

William Henry 'Tippecanoe' Harrison
William McKinley
Ronald M. Reagan
William J. Clinton

Jack Benny

Don Knotts ('Barney Fife')

John Connally (Gov. of Texas)
Sally Struthers
Steve Spurrier, Heisman trophy winner
Sally Field
LeVar Burton (who plays Giordi LaForge on *Star Trek:
The Next Generation*)
Margaret Butt
Nancy Kerrigan (U.S. olympic figure skater)

Fictional ESFJs:

Babbitt (Sinclair Lewis)
Hoss Cartwright (*Bonanza*)
Felix Unger (*The Odd Couple*)
Jim 'Bones' McCoy (*Star Trek*)
Miles O'Brien (*Star Trek: The Next Generation, Deep Space 9*)
Donald Duck
Rabbit, *Winnie the Pooh*

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ESFP: Extraverted Sensing Feeling Perceiving

Profile written by Joe Butt
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March 29, 1993

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

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

New! **ESFP's** are attracted to new ideas, new fashions, new gadgets, new _____. (I once had two **ESFP's** volunteer for a Greek class because it sounded like fun! However, both dropped out in a couple of weeks.) Maybe it's even the newness of life that attracts **ESFP's** to elementary education, especially to preschool and kindergarten.

ESFP's love to talk to people about people. Some of the most colorful storytellers are **ESFP's**. Their down-to-earth, often homespun wit is usually benevolently mischievous.

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

Famous ESFP's:

Saint Mark
Warren G. Harding
Will Rogers
Dale Evans
Bob Hope
Eva Gabor
Willard Scott
Goldie Hawn
Kyle Petty
Arsenio Hall
Mary Lou Retton
Kathy Lee Griffith
Meg Ryan

Fictional ESFP's:

Mrs. Pumphrey (James Herriot, *All Creatures Great and Small*)
Tigger (*Winnie the Pooh*)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ESTJ: Extraverted Sensing Thinking Judging

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

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

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

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

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

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

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

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

"Some men can make decisions and some cannot. Some men fret and delay under criticism. I used to have a saying that applies here, and I note that some people have picked it up [referring to 'If you can't stand the heat, get out of the kitchen.']."

Harry S. Truman, *Mr. Citizen*

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

Occupations attracting **ESTJ's** include teaching, banking, political office, and management at all levels.

Famous ESTJ's:

John Heywood (c.1497-c.1580, collector of English colloquial sayings)

Carrie Nation

John D. Rockefeller

Bette Davis

Robert A. Taft (U.S. senator, son of Pres. Wm. H. Taft)

Harry S. Truman

Barbara Stanwyck

Lyndon B. Johnson

Rev. Billy Graham

Fictional:

Lucy (Charles Schultz's *Peanuts* character)

Mrs. Harbottle (Herriott, *All Creatures Great and Small*)

Mrs. Rachel Lynde (*Anne of Green Gables*)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ESTP: Extraverted Sensing Thinking Perceiving

Profile written by *Joe Butt*
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April 3, 1993

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

Gamesmanship is the calling card of the **ESTP**. Persons of this type have a natural drive to best the competition. Some of the most successful salespersons are **ESTP's**. P.T. Barnum ("Never give a sucker an even break") illustrates the unscrupulous contingent of this type.

Almost unconsciously the **ESTP** looks for nonverbal, nearly subliminal cues as to what makes her quarry "tick." Once she knows, she waits for just the right time to trump the unsuspecting victim's ace and glory in her conquest. Oddly enough, the **ESTP** seems to admire and respect anyone who can beat her at her own game.

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

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

Famous ESTP's:

Jacob (the original Israel)
Simon Peter (Christ's disciple)
Andrew Jackson, seventh U. S. President
"Teddy" Roosevelt
Mae West
Lucille Ball
Roy Rogers
John "The Duke" Wayne
Chuck Yeager
Joe Garagiola
Ann Jillian
Jimmy Connors
Madonna
Eddie Murphy

Addenda: An excerpt from *Please Understand Me*, by Keirsey and Bates:

"**ESTP's** are men and women of action...Approximately 13% of the general population are of this extraverted, sensing, thinking, perceiving type...if one adjective could be used to describe **ESTP's**, resourceful would be an apt choice....

Witty, clever and fun, **ESTP's** seem to possess an unusual amount of empathy, when in fact this is not the case; rather, they are so acutely aware of minimal signals from others that they are usually several jumps ahead in anticipation of another's position....**ESTJ's** are ruthless pragmatists...[they]are outstanding as initiators of enterprises that bring people together to negotiate. They make invaluable itinerant administrators who can pull troubled companies or institutions out of the red very quickly and with style.

ESTP's live in the immediate moment and as mates lend excitement -- and unpredictability -- to the relationship... Charm radiates from **ESTP's**... Deep commitments do not always occur in the lives of **ESTP's**, although they are always popular and know many, many people by name... **ESTP's** are usually somewhat of a mystery to their mates and others. Few people comprehend this unique personality. **ESTP's** meet life with a hearty appetite for the good things of the world, searching out excitement, perhaps as a warrior, an athlete, an adventurer, or as a professional gambler, but always seeking the thrill of Lady Luck in one fashion or another. A theme of seeking excitement through taking of risks runs through the lives of **ESTP's**."

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INFJ: Introverted iNtuitive Feeling Judging

Profile written by **Joe Butt**

Profile written by **Marina Margaret Heiss**

Comments by **Jon Noring**

Return to: **PERSONALITY TYPES MENU**

Return to: **THE SIXTEEN PERSONALITY TYPES**

TABLE OF CONTENTS

INFJ: Introverted iNtuitive Feeling Judging

Profile written by Joe Butt
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April 7, 1993

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

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

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

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

Writing, counseling, public service and even politics are areas where **INFJ's** frequently find their niche.

Famous INFJ's:

Nathan, prophet of Israel
Aristophanes
Chaucer
Goethe
Martin Van Buren
Nathaniel Hawthorne
Fanny Crosby
Mother Teresa
C.S. Lewis
Shirley Temple Black
James Earl "Jimmy" Carter
Martin Luther King, Jr.
James Reston, reporter
Shirley McClain
Michael Landon
Tom Selleck
Oprah Winfrey

Paul Stookey (PP&M)
Angela Lansbury
Billy Crystal
Carrie Fisher

[Return to: INFJ \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INFJ: *Introverted iNtuitive Feeling Judging*

Profile written by *Marina Margaret Heiss*

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April 13, 1993

INFJs are characterized by their strong sense of values, of right and wrong. These differ from those of the **SJs** in that they are *humanitarian* in orientation, rather than traditionally *societal*. Like **INFPs**, **INFJs** are extremely idealistic, but **INFJs** are vastly more practical, with a strong grasp of organization and detail which reflects itself in all of their undertakings, whether political movements or company social events that must satisfy a wide range of employee needs.

INFJs tend to question and examine their own motivations constantly. In moderation this is admirable, but some go so far as to decide that any "selfishness" (which often translates to taking care of themselves instead of others, for once) in their desires is completely unacceptable. Needless to say, this can cause a great deal of stress for the **INFJ** in question, which they sometimes resolve in a rather convoluted manner: by deriving a Higher Principle from the "selfish" need. ("It's not OK to object to the proposed menu for the company dinner dance because I don't like it *myself*, but it *is* OK to do so because it's not nutritious, or doesn't take into account ethnic preferences, vegetarians, etc." -- all of this subconscious.)

Like all **NFs**, **INFJs** care deeply about people, both as individuals and in terms of humanity as a whole. **INFJs** are notable for their exceptionally strong empathic, even psychic abilities, which can sometimes cause them discomfort and even pain in their dealings with others. Perhaps because of this, **INFJs** truly open up to only a few intimate friends -- usually very long-term relationships or obvious "soul mates." Paradoxically, **INFJs** often appear to be extroverts to most of the world; they are almost always friendly, sympathetic, and interested in people, and sometimes positively charismatic. This can be puzzling and disappointing to those (usually **I's**) who are drawn to them in search of a non-surface friendship, and find they just can't get very far.

Their combination of empathy and strong verbal skills make them natural writers, especially of fiction or of non-fiction requiring a restrained emotional tone. (I think Keirse tags **INFJ** as "The Writer") Counseling and psychiatry are classic **INFJ** professions, but you also find them fairly often in higher education, especially in the liberal arts. In the 9-to-5 environment, **INFJs** make talented and congenial employees and co-workers, and often-inspiring managers. They all may suffer, however, with the tendency many **Fs** have of backing down to avoid confrontation, even when this is a strategically bad move.

I'd like to add a couple of famous **INFJs** to [Joe Butt's](#) list:

Florence Nightingale

Miss Marple (fictional character from Agatha Christie)

[Return to: INFJ \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INFJ: *Introverted iNtuitive Feeling Judging*

Comments by *Jon Noring* (INFJ)

noring@netcom.com

April 7, 1993

In [article](#) Joe Butt writes:

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

Yes, that's me for sure (see below).

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

How did you know this about me? *(smile)*

I would describe myself as always focusing on the underdog. I highly admire people who are not highly thought of or appreciated by mainstream society yet who hold strong convictions and have made great societal contributions. Examples include Buckminster Fuller, and Nikolai Tesla. I never appreciate negative comments about anybody (though I've been guilty myself of having made negative comments.)

Though I believe in order, and the need for rules or guidelines, I do not like rules to reign supreme, rather I prefer them to be guidelines. There's always exceptions, gray-areas, etc. in life that rules and procedures can never completely cover (sorry **NT's** and **STJ's**). For example, I am a staunch advocate of jury nullification, that is, the power a criminal jury has in rendering a verdict based on their conscience as well as on the facts. If I served on a jury, and I felt the law was unjustly applied in the case under consideration, I would not hesitate to vote not guilty (and to convince the other jurors of my beliefs in this area) even if the facts showed the defendant to be clearly guilty. I would presume that most **INFJ's** would support Jury Nullification once they understand what it means, while **SJ** and maybe **NT** temperaments would oppose it (though it is a jury's prerogative to do that if they want according to several historical court rulings).

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

When a salesperson is trying to sell me a product or a program, I switch into my Norwegian

skeptic mode. My stare could melt steel. "Show Me, I'm From Minnesota" is my motto. Salesmen do not like to try to sell me something for sure -- I'll make sure they'll earn every penny if I buy. I have a real love-hate relationship with salespeople (and being an Amway distributor I am one!).

What Joe says about friendships is also true. I do not form many friendships, I am very selective, and those I do are generally with other **NF**'s, especially **ENFP**'s. (To me, a friendship is a special thing -- I have many acquaintances, but few friends -- other personality types use the word *friends* for what I would describe as *acquaintances*.) Unfortunately, not many men are of the **NF** temperament, so all of my closest friends are women. And the word 'symbiotic', though I'd like Joe to expand upon what he means, does seem to fit the bonds I form with my friends (as I understand the word 'symbiotic'.)

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

I'm not as strongly fluent in language as Joe describes here. I did not even learn to talk understandably until I was five, and until my fifth grade in school I was tested as mildly 'retarded'. Of course, I changed rapidly after that, getting a Ph.D. in mechanical engineering when I was 26 and have a measured IQ of about 145-150 (not bragging, IQ doesn't mean that much -- some of the stupidest people have high IQ's -- just relating this to show everybody where I've come from). Anyway, verbal is not my strongest area, but this may be due to the verbal part of my brain not being that highly developed (I have had real difficulty in learning other languages -- I have to work harder at it than most people and I don't retain them very well.)

Concerning the sensitivity -- I'd say it is more "openness". My close friends have described me as being very open, empathic, accepting of others, non-judgmental, etc. Usually with most people I meet I get down to a more personal level right away. Those who are comfortable with getting down to a feeling level will begin telling me things after a short time that they wouldn't even tell their therapist (more than one friend has said this to me)! A close woman friend of mine said I was "the most dangerous man alive" (*smile*), because of my ability to get down to a very personal, feeling level with most people I interact with (she really referred to the fact there are many lonely and unhappily married women whose husbands are "non-feeling" men, but that's another story that does not belong here.)

Unfortunately, this "ability" scares away a lot of people as well, especially men (another reason I don't make many men friends -- most feel uncomfortable with my probing on a feeling level -- no drinking beer with the boys and talking about the 49ers for me, let's talk about *real* stuff like dreams, goals, desires, feelings, etc.). I'm learning to temper this side of me so I don't come on too strong with people who prefer to stay on a more "superficial" (word not used in a derogatory sense), non-feeling level. I'm definitely not the macho type, and find the macho image almost repulsive (don't know if this is an **INFJ** trait among men).

Writing, counseling, public service and even politics are areas where INFJ's frequently

find their niche.

My career path went in the direction of mechanical/chemical engineering. I chose this path because I am exceptionally good in mathematics and science, and, more importantly, I had a "dream" to make great contributions in the area of alternate energy conversion -- this is the side of me to make an 'activist' contribution as Joe describes above. I did not become an engineer to become an engineer (figure that one out.) But lately I have grown "tired" of this area (been stymied from my goal) and am looking to make a change. Counseling of some type (like personality typing!) greatly interests me, and I may make such a switch in that direction fairly soon. I'm also very ambitious, and have launched several business endeavors (Amway, Fred's Chips, etc.) I also would like to write a best-selling book (one of my long-term dreams).

Famous INFJ's:

...

C. S. Lewis

I've always like C.S. Lewis' writings. Now I can see why.

Shirley Temple Black

I've always liked her.

James Earl "Jimmy" Carter

No wonder I voted for him. *(smile)*

Shirley McClain

I've also been fascinated with Shirley McClain, but I've wondered about her "flying off the deep end" lately. But in retrospect, many of my peers think that I've "flown off the deep end" as well, particularly with my interest in vacuum or zero point energy extraction (see alt.sci.physics.new-theories). Remember, my heroes are Buckminster Fuller and Tesla, visionaries who were and still are not fully appreciated for their significant contributions and their unrecognized genius (not to say I fall in their category -- I've got to accomplish something great first.)

Michael Landon

Tom Selleck

Billy Crystal

Carrie Fisher

I've always liked Landon, Selleck, Crystal, and especially Carrie Fisher. Now I see why.

One last point, ***Please Understand Me*** by Keirsey and Bates makes mention that **INFJ's** have complex, almost convoluted personalities. Let me say that there is some truth to this. It seems

like everyday I discover something about my personality I never realized before, and others who observe me say the same thing. That is, I don't have a completely predictable personality. It almost seems as if the **NF** side does not always go well with the **IJ** part, so the complexity seems to stem from the tension of this interaction.

[Return to: INFJ \(main menu\)](#)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INFP: Introverted iNtuitive Feeling Perceiving

Profile written by *Joe Butt*
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March 20, 1993

"...beyond the open door the green hillside ran down to the river and the spring sunshine touched the broad sweep of the shallows with a million dancing lights. A beach of bleached stones gleamed bone-white against the long stretch of grassy bank which rolled up to the pastures lining the valley floor."

James Herriot *All Things Wise and Wonderful*

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

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

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

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

"I must have made the acquaintance of Satan and Shylock at about the same time, for the two characters were long associated in my mind. I remember that I was sorry for them. I felt vaguely that they could not be good even if they wished to, because no one seemed willing to help them or to give them a fair chance. Even now I cannot find it in my heart to condemn them utterly. There are moments that I feel that the Shylocks, the Judases, and even the Devil, are broken spokes in the great wheel of good which shall in due time be made whole."

Helen Keller *The Story of My Life*

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

"You're just torturing yourself!," I said sharply. That's part of your trouble. You're using Digger to punish yourself instead of doing something useful... Keep in touch with your doctor, Andrew. Take your pills regularly -- and remember." I raised my voice to a shout. "Remember you've got a job to do with that dog!"

James Herriot *All Things Wise and Wonderful*

As **INFP's** tend to have a sense of failed competence, **INFP's** struggle with the issue of their own ethical perfection, e.g., performance of duty for the greater cause. An **INFP** friend describes the inner conflict as not good versus bad, but on a grand scale, **Good** vs. **Evil**. Luke Skywalker in **Star Wars** depicts this conflict in his struggle between the two sides of 'The Force'. Although the dark side must be reckoned with, the **INFP** believes that good ultimately triumphs.

Some **INFP's** have a gift for taking technical information and putting it into layman's terms. The following is an excerpt from a very 'friendly' document which many of us have read:

"Getting where you want to go can often be one of the more difficult aspects of using networks. The variety of ways that places are named will probably leave a blank stare on your face at first. Don't fret; there is a method to this apparent madness."

Brendan Kehoe ***Zen and the art of the Internet!***

Famous INFP's:

Homer
Virgil
Mary, mother of Jesus
St. John, 'the beloved disciple'
William Shakespeare, bard of Avon
Henry Wadsworth Longfellow (***Evangeline***)
A. A. Milne (***Winnie the Pooh***)
Laura Ingalls Wilder (***Little House on the Prairie***)
Helen Keller
Anne Frank (***The Diary of a Young Girl***)
Carl Rogers
Dick Clark
Donna Reed
Tom Brokaw
William Shattner
Scott Bakula (***Quantum Leap***)
Megan Follows ("Anne" of ***Anne of Green Gables***)
"Deanna Troi" (***Star Trek : The Next Generation***)
"Wesley Crusher" (" " " " ")

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INTJ: Introverted iNtuitive Thinking Judging

Profile written by *Marina Margaret Heiss*

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March 20, 1993

Particularly to the outside world, the **INTJ**'s most apparent personality trait is their self-confidence. This self-confidence is rooted in the specialized knowledge systems that most **INTJ**s start building up at an early age; they know what they know -- and, just as importantly, what they don't know. Within their own fields of expertise -- and **INTJ**s can have several -- they will be able to tell you almost immediately whether or not they can help you, and if so, how.

INTJs are also the most pragmatic of all types, applying (often ruthlessly) the criterion "Does it *work*?" to everything from social norms to their own research efforts. This in turn produces an unusual independence of mind, freeing the **INTJ** of the constraints of authority, convention, and sentiment for its own sake. **INTJ**s are not, however "open" people with respect to their personal physical and psychological space; they usually dislike being in close proximity to anyone who isn't an intimate, and dislike still more having their private lives invaded in any way.

INTJs are "Systems Builders," and, be it based on technology, personnel, or information, whatever system an **INTJ** is working on becomes their equivalent of a moral cause to an **INFJ**. As a result, they tend to be nearly as unsparing of others on the project as they are of themselves; anyone considered to be "slacking" (including superiors) loses their respect -- and generally is made aware of this. On the other hand, **INTJ**s usually take the time to point out positive contributions, and are scrupulous about giving others credit for their ideas. If, however, an **INTJ** feels that the goals and progress of the system are being stifled or corrupted by the powers-that-be, they may become embittered, and have radically uncharacteristic obstructive reactions (e.g., walking out at 5:00 sharp the night before a major deadline). Or, if they don't trust their co-workers' competence or dedication, they may take it upon themselves to make and implement critical decisions without consulting anyone.

Obvious **INTJ** careers are in science and engineering; they rise to management level positions in these fields if they can use their pragmatism to regard the existing management and bureaucracy as tools rather than obstacles to be circumvented. **INTJ**s can also be found wherever a combination of intellect and incisiveness are required (law, some areas of academia, etc.).

Personal relationships, particularly romantic ones, tend to be the **INTJ**'s Achilles heel. They are capable of caring deeply for others (usually a select few), and are willing to spend a great deal of time and effort on a relationship, but the knowledge and instincts that make them so successful in the academic/work environment often seem to abandon or mislead them in interpersonal situations. For example, **INTJ**s have little patience with and less understanding of small talk, flirtation, and other social/courtship rituals that most types consider half the fun of a relationship. Also, many **INTJ**s will enter a romantic involvement with a naiveté paralleled by that of many **Fs** -- only instead of inexhaustible kindness and empathy, they expect inexhaustible reasonability and communication from their SOs. Their most stable relationships, both platonic and romantic,

tend to start in an academic/work environment, where the **INTJ** is in their element and usually has a significant amount of time to get to know the other person.

Famous INTJ people:

Susan B. Anthony
Augustus Caesar, Emperor of Rome
Jane Austen
William F. Buckley, Jr.
Hannibal
Confederate Civil War General James Longstreet
Union Civil War General John Reynolds
Mystery writer Josephine Tey

Fictional:

Cassius in ***Julius Caesar***
Mr. Darcy in ***Pride and Prejudice***
Sherlock Holmes' nemesis Professor Moriarty
Ensign Ro of ***Star Trek: The Next Generation***
John le Carre's master spy, George Smiley

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

INTP: Introverted iNtuitive Thinking Perceiving

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Word mechanics. **INTP's** will often correct others if they use the wrong word or shade of meaning. Analytical to a fault. Over precise. Amenable to almost anything until their principles are violated, about which they are outspoken and inflexible.

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

Mathematics is a system where many **INTP's** love to play. But so are languages, computer systems, and potentially any complex system. **INTP's** thrive on systems. Understanding, exploring, mastering, and manipulating systems can overtake the **INTP's** conscious thought. This fascination for logical wholes and their inner workings is often expressed in a detachment from the environment, a concentration where time is forgotten and extraneous stimuli are held at bay.

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

[As a personal note, I really enjoy the *mine sweeper* game on Windows 3.1. It's a great theater for testing both the ability to recognize patterns (a strength for **N's**) and logical correctness, and the added dimension of time gives the impetus to improve my skills. I usually get blown up because in haste I overlook a *minor* detail, but there's always next time.]

Games **NT's** seem to especially enjoy include *Risk, Bridge, Stratego, Chess, Go* (hence the server on the net), and word games of all sorts. [I have an **ENTP** friend that loves *Boggle* and its variations. We've been known to sit in public places and pick a word off a menu or mayonnaise jar to see who can make the most words from its letters on a napkin in two minutes.]

As I stated in an earlier post, we might have trouble organizing an **INTP** club. **INTP's** in the main are not clannish and wouldn't want to decide on 1) whether or not there should be such a club, 2) whether such a group would exactly be a *club* or, if not, exactly *what* it should be called, and 3) which of us would have to take the responsibility for organization and maintenance of the aforesaid club/group/whatever.

Famous INTP's:

Socrates

St. Luke

Rene Descartes

Blaise Pascal

Sir Isaac Newton

Thomas Jefferson

William Harvey (pioneer in human physiology)

Emily Dickinson

C. G. Jung

William James

Albert Einstein

Dwight D. Eisenhower

Gerald Ford

Midori Ito (ice skater, olympic silver medalist)

Rick Moranis (*Honey, I Shrunk The Kids*)

Ashley and Mary Kate Olsen (The *Full House* twins)

Tom Foley (Speaker of the House)

Brent Spiner (Commander Data of *Star Trek: The Next Generation*)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ISFJ: Introverted Sensing Feeling Judging

Profile written by *Marina Margaret Heiss*

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June 23, 1993

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

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

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

While their work ethic is high on the **ISFJ** priority list, their families are the centers of their lives. **ISFJs** are extremely warm and demonstrative within the family circle -- and often possessive of their loved ones, as well. When these include **Es** who want to socialize with the rest of the world, or self-contained **ITs**, the **ISFJ** must learn to adjust to these behaviors and not interpret them as rejection. Being **SJs**, they place a strong emphasis on conventional behavior (although, unlike **STJs**, they are usually as concerned with being "nice" as with strict propriety); if any of their nearest and dearest depart from the straight-and-narrow, it causes the **ISFJ** major embarrassment: the closer the relationship and the more public the act, the more intense the embarrassment (a fact which many of their teenage children take gleeful advantage of). Over

time, however, **ISFJs** usually mellow, and learn to regard the culprits as harmless eccentrics. Needless to say, **ISFJs** take infinite trouble over meals, gifts, celebrations, etc., for their loved ones -- although strong **J**s may tend to focus more on what the recipient **should** want rather than what they **do** want.

Like most **I**s, **ISFJs** have a few, close friends. They are extremely loyal to these, and are ready to provide emotional and practical support at a moment's notice. (However, like most **F**s they hate confrontation; if you get into a fight, don't expect them to jump in after you. You can count on them, however, run and get the nearest authority figure.) Unlike with **EP**s, the older the friendship is, the more an **ISFJ** will value it. One **ISFJ** trait that is easily misunderstood by those who *haven't* known them long is that they are often unable to either hide or articulate any distress they may be feeling. For instance, an **ISFJ** child may be reprov'd for "sulking," the actual cause of which is a combination of physical illness plus misguided "good manners." An adult **ISFJ** may drive a (later ashamed) friend or SO into a fit of temper over the **ISFJ**'s unexplained moodiness, only afterwards to explain about a death in the family they "didn't want to burden anyone with." Those close to **ISFJs** should learn to watch for the warning signs in these situations and take the initiative themselves to uncover the problem.

Famous ISFJs:

Louisa May Alcott
Alfred, Lord Tennyson
Barbara Bush
Charles Dickens
Queen Elizabeth II of England
Robert E. Lee
Queen Mary I ("Bloody Mary") of England
William Howard Taft
Carol Burnette
Mary Tyler Moore
Paul Tsongas
Kristi Yamaguchi, US olympic figure skater
Michael Jordan

Fictional:

Bianca in *Taming of the Shrew*
David Copperfield
Hero in *Much Ado About Nothing*
Melanie in *Gone With The Wind*
Ophelia in *Hamlet*
Dr. John H. Watson, M.D. (Sherlock Holmes' faithful sidekick)

[Return to: PERSONALITY TYPES MENU](#)

Return to: THE SIXTEEN PERSONALITY TYPES

TABLE OF CONTENTS

ISFP: Introverted Sensing Feeling Perceiving

Profile written by Joe Butt
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October 1, 1993

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

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

ISFPs, especially males, may be overly ingratiating in an initial acquaintance, often complimenting others without basis or substance (read: flattery?). Many later become fiercely competitive, especially in sport or table games, and may have great difficulty losing. This competitive nature, also seen in other **SP** types, sometimes fosters 'lucky,' 'gut' feelings and a willingness to take risks.

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

Differential diagnosis:

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

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

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

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

Famous ISFPs:

Marie Antoinette

Donald Sutherland (actor/dancer)

Marilyn Monroe

Elizabeth Taylor

Michael Jackson

Yogi Berra (professional baseball player -- "It's déjà vu all over again.")

Ervin "Magic" Johnson (NBA basketball star)

Dan Quayle (U.S. Vice President, 1988-1992)

Greg Louganis (U.S. olympic gold medalist -- diving)

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

ISTJ: Introverted Sensing Thinking Judging

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

As do other Introverted Thinkers, **ISTJ's** often give the initial impression of being aloof and perhaps somewhat cold. Expression of emotional warmth is not something that **ISTJ's** do without considerable energy loss.

ISTJ's are most at home with "just the *facts*, Ma'am." They learn best in a step-by-step fashion. Once a new procedure is mastered, the **ISTJ** can be counted on to carry it through (often at the expense of their own health).

ISTJ's are easily frustrated by the inconsistencies of others. But they usually keep their feelings to themselves unless they are asked. And when asked, they don't mince words. "If it walks like a duck, and it acts like a duck, it's a duck." The grim determination of the **ISTJ** is a real strength in jobs such as officiating sports, judiciary functions, or any other situation which requires making tough calls and sticking to them.

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

Famous ISTJ's include:

George Washington
George Bush
Calvin Coolidge
Rosalynn Carter
Jackie Joyner-Kersey (olympian)
Jack Webb (Joe Friday)
Matthew and Thomas (Christ's disciples)
Clara Barton (founder of the Red Cross)
Mr. Martin (hero of Thurber's *Sitting in the Catbird Seat*)
Eeyore (*Winnie the Pooh*)
Puddleglum, the marsh wiggler (*Chronicles of Narnia*)

Return to: PERSONALITY TYPES MENU

Return to: THE SIXTEEN PERSONALITY TYPES

TABLE OF CONTENTS

ISTP: Introverted Sensing Thinking Perceiving

Profile written by *Marina Margaret Heiss*

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August 11, 1993

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

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

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

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

Famous ISTPs: (I have to give Joe Butt credit for most of the following)

Charles Bronson
Tom Cruise
James Dean
Clint Eastwood
Millard Fillmore
Ulysses S. Grant
Ernest Hemingway
Burt Reynolds
Keith Richards
Zachary Taylor
Charlie Yeager
Frank Zappa

Fictional:

"The Fonz" in the *Happy Days* TV series
Hedda Gabler in Ibsen's play of the same name
John Miller in the movie *American Grafitti*
Archibald "Harry" Tuttle in the movie *Brazil*

[Return to: PERSONALITY TYPES MENU](#)

[Return to: THE SIXTEEN PERSONALITY TYPES](#)

[TABLE OF CONTENTS](#)

