

FOIA MARKER

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Subgroup/Office of Origin: National AIDS Policy Office
Series/Staff Member: Kristine Gebbie
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Folder Title:
ONAPC [Office of National AIDS Policy Council] Retreat May 16, 1994

Stack:	Row:	Section:	Shelf:	Position:
S	66	5	5	1

- VISION FOR OFFICE
- ORG. NEEDS
- ASSESS CURRENT
- DECISIONS ON
HOW TO STAFF
- DOWNSIZE

—

CORE VALUES AND CONCEPTS
National AIDS Policy Office

1 Customer-driven quality

- Quality is judged by our customers. The focus of our management system is that all product and service characteristics contribute value to the customer and lead to customer satisfaction and preference
- Customer-driven quality is a strategic concept
- The focus addresses all customers: target consumers, employees, suppliers, politicians, the public, and the community

2 Leadership

- Senior leaders create a customer orientation, clear and visible quality values, and high expectations
- Senior leaders reinforce the values and expectations with substantial personal commitment and involvement
- Leadership is visible: planning, communications, review of performance, recognizing quality achievement
- Senior leaders are role models, reinforcing the values and encouraging leadership in all levels of management

3 Continuous improvement

- There is a well-defined and well-executed approach to continuous improvement
- The approach to improvement is EMBEDDED:
 - Improvement is part of the daily work of all work units
 - Improvement processes seek to eliminate problems at their source
 - Improvement is driven by opportunities to do better (as well as by problems that must be corrected)

4 Employee participation and development

- Our success in improving performance depends on increasing the skills and motivation of everyone
- Individual success depends on having meaningful opportunities to learn and practice new skills

- 5 Fast response--success demands ever-shorter cycles for new or improved products and service introduction
- 6 Design quality and prevention--management places a strong emphasis on design quality; i.e., problem and waste prevention are achieved through building quality into products and services and into the production process
- 7 Long-range outlook--we have a strong future orientation and a willingness to make long-term commitments to all our customers
- 8 Management by fact
 - The management system is built upon a framework of measurement, data, and analysis
 - Data and analysis to improve performance involve the creation and use of performance measures or indicators
- 9 Partnership development
 - We seek to build internal and external partnerships to better accomplish overall goals
 - Partnerships seek to develop long-term objectives that create a basis for mutual investment
 - Partnerships include regular communication, approaches to evaluating progress, and means for adapting to changing conditions
- 10 Our responsibilities for citizenship includes ethics, public safety, and the environment as well as protection of the public health

**OFFICE OF NATIONAL AIDS POLICY
STAFF RETREAT**

**The Charles Sumner School
1201 - 17th Street, N.W.
May 16, 1994
8:30 AM - 4:30 PM**

*for Monday
retreat*

AGENDA

8:30 AM WELCOME FROM KRISTINE GEBBIE

OVERVIEW OF THE SESSION

The facilitator will give the participants feedback from the interviews he conducted on April 29th and May 9 and related this information to the specific objectives and agenda for this session.

UNDERSTANDING AND RESPECTING DIFFERENCES

Participants will have an opportunity to complete the Myers-Briggs Type Indicator questionnaire and have its results interpreted as a way of enhancing an understanding of individuals' communication and decision-making styles. The results will be related specifically to ONAP as a group.

WHO WE ARE/WHAT WE DO

Kristine Gebbie will describe her thoughts and expectations for how the office could/should be operating one to three years down the road. In small groups, staff will have an opportunity to reach consensus on a VISION/MISSION/VALUES statement. Reports will follow

Noon Lunch

1:30 PM REMOVING THE BARRIERS TO THE OFFICE'S EFFECTIVENESS

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Depart Sumner School

**OFFICE OF NATIONAL AIDS POLICY
SUMMARY OF STAFF INTERVIEWS
APRIL 29 & MAY 9, 1994**

OUTCOMES OF THIS EFFORT

- o consensus on mission of office and how it should be operating in 1-3 years with all programs/projects/initiatives supportive of attaining mission
- o respect for all individuals - accepting of differences, individual styles, professional status
- o follow-up - specific action items to improve operations, morale, office effectiveness
- o more sense of "team" and less "turf" issues
- o a clear office plan that translates into individual work/performance plans
- o trust among people

ASSESSMENT

- o there is a desire on everyone's part (existing and new personnel) to have the office be successful to address this disease
- o a great deal of attention is given to differences:

existing vs. new staff	in vs. out
experienced vs. inexperienced	gay vs. straight
trained vs. not trained	rules/regs/procedures vs. disregard
male vs. female	secretary vs. technical
White House vs. PHS	
- o given the shift in purpose/mission/leadership, there seems to be a need and desire for more direction, guidance, order and direct supervision at this time
- o there is a perception that people are "doing their own thing" - creating chaos and confusion
- o agreement on what self-directed team behavior is (empowered/focused/results-oriented)
- o poor communication:
 - organizational
 - interpersonal

ASSESSMENT (CONTINUED)

- o there is a great deal of uncertainty about the future (contractors/detailees/outplaced people) creating fear and low productivity, and in some cases hostility and anger
- o skeptical that this effort will make any difference - this is the third time in the past year an assessment was done and there is the perception that the recommendations made were not accepted and implemented
- o there is an urgency with some "to get it done now" with an expectation of "let me show you how we can do it" instead of "you can't do it"
- o some people feel disrespected by others creating hurt/anger/poor attitudes, etc.
 - careerists are the "enemy"
 - new people are arrogant - "the chosen"

inclusivity
hyperfals

Vision -

1) nat'l

2) agency

3) office -

focal point for identifying & articulating key ?'s
network that pulls together around
answering ?'s

comfort in self-direction / team direction
avoidance of assumptions
energy that transcends "boxes"

Kristine M. Dekker

Kristine M. Dekker

Kristine M. Dekker

STRATEGIC PLAN
THE LEFANTE GROUP
19__ TO 19__

	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
DEPARTMENT A	OBJECTIVE 1-1 OBJECTIVE 1-2	OBJECTIVE 2-1	OBJECTIVE 3-1 OBJECTIVE 3-2 OBJECTIVE 3-3 OBJECTIVE 3-4	OBJECTIVE 4-1	
DEPARTMENT B		OBJECTIVE 2-2 OBJECTIVE 2-3 OBJECTIVE 2-4 OBJECTIVE 2-5	OBJECTIVE 3-5	OBJECTIVE 4-2 OBJECTIVE 4-3	OBJECTIVE 5-1
DEPARTMENT C	OBJECTIVE 1-3 OBJECTIVE 1-4 OBJECTIVE 1-5	OBJECTIVE 2-6	OBJECTIVE 3-6	OBJECTIVE 4-4 OBJECTIVE 4-5	
DEPARTMENT D	OBJECTIVE 1-6	OBJECTIVE 2-7 OBJECTIVE 2-8	OBJECTIVE 3-7		OBJECTIVE 5-2 OBJECTIVE 5-3 OBJECTIVE 5-4 OBJECTIVE 5-5
DEPARTMENT E	OBJECTIVE 1-7 OBJECTIVE 1-8		OBJECTIVE 3-8 OBJECTIVE 3-9	OBJECTIVE 4-6	OBJECTIVE 5-6 OBJECTIVE 5-7 OBJECTIVE 5-8

VISION 2000: MAKING IT HAPPEN

AN INTRODUCTION TO STRATEGIC PLANNING

WHAT IS STRATEGIC PLANNING AND WHY DO IT?

Today, both public and private organizations are being driven by the need for greater productivity, higher quality, faster turnaround and better delivery of services to their customers. As a result, a great deal of management emphasis is now being placed on concepts such as leadership, flexibility and adaptiveness, continuous improvement, total quality management and greater empowerment at all levels of the organization. Vision alone isn't enough. An organization's total effectiveness--its overall ability to manage change, successfully implement strategy and to deliver results--is critical to its success, and in some cases, to its very survival.

Many of you have experienced strategic planning systems in the past. Most likely you have mixed opinions of their usefulness. Recognizing these concerns, it is apparent that any organization has no need for a Strategic Plan that is wrapped in "red tape" or requires layers of bureaucratic documentation. Rather it must do just the opposite--that is empower the entire organization to use greater initiative and assume greater responsibility and authority in achieving the goals and objectives we set for ourselves. The emphasis must be on **leadership, organizational effectiveness and accountability**, and not simply reporting, documentation and control. The Strategic Plan must provide, first and foremost, a basis of common understanding and communication for all levels of management. Indeed, in doing so, it will lead to greater clarity of purpose and to stronger initiative throughout the organization.

With this in mind, the following principles need to be at the heart of the Strategic Plan:

To provide a framework within which the whole agency can more clearly envision and work towards common goals.

To more effectively integrate operating strategy with overall vision, mission, values and goals.

To provide a means to continuously monitor changing conditions and align the agency to successfully respond to those changes.

To more clearly define performance and accountability, as well as our achievements.

To more effectively plan, acquire and manage our resources.

To better utilize information technology to improve the flow of work, leverage resources and minimize documentation.

To provide a stronger base of communications among all the operating units within the agency.

THE STRATEGIC PLANNING FRAMEWORK

As with most planning processes, there are any number of ways which we could go about designing and building a Strategic Planning process. However, the first logical step in developing such a process is to define a design or framework which identifies all the elements that are needed and then relates all of those pieces to each other. Since the late 1960's and early 1970's, virtually all of these processes have been built around a common theme of translating an organization's broad, long term missions and goals into shorter term objectives, strategies and actions. The notion of **vision** and **values** has been a more recent addition to this thinking, and has helped many organizations better define their ideas about the future of their business and their internal culture.

While the framework and terminology used in these processes may vary from organization to organization, what is important is that it is consistently understood, relatively simple in concept and tailored to meet the specific needs of the organization. The following introduces a number of the key elements that might be used to define such a framework for a Strategic Planning process. The concept is fundamentally driven by an organization's vision, mission, values and goals which together define the overall direction for the entire organization.

Vision. Our vision is our view of what we want the agency to be at some point in the future. While our vision should be realistically attainable, it should not be bound by present constraints. Instead it should provide an inspiration to reach further and broader.

It is the result of knowing where we are now, what our strengths and weaknesses are, and what we want and need to become in the future. In this sense, it is a recognition of the gap that exists between our present- and the future.

Mission. Our mission is a broad statement of the business, and how we approach it, that is, our basic mode of operation. It defines our common endeavor and, to an extent, distinguishes us from others in our business.

Values. Our values describe our shared beliefs with respect to success, both individually and as an organization. They are the underpinnings of our culture and, as such, are extremely important drivers of organizational performance. To an extent, they dictate the "rules" or ethics and standards by which we live and work together in our common endeavor.

Goals. Our goals amplify our vision and consist of broad statements of the sorts of specific things that the organization will achieve over the long run, that is, over 3 or more years. Achievement of goals as a package constitutes achievement of our vision. The goals will more specifically define the gap between our present and future state in each area addressed. More importantly, they will provide us with a sense of direction in which to move the business. In this way they help to guide our business over the longer term.

In order to shape our vision, mission, values and goals, we first need to understand the **environment** in which we operate. In this context, environment is very different from the definition most of us are used to. Our "business" is strongly influenced by both internal and external environmental forces which dictate how easy or difficult it will be for us to achieve our goals. External factors--the economy, political conditions, the labor market and social needs--and internal factors--our systems, technical capabilities, organizational structure, internal culture and so on--for a set of enablers or constraints to our success in achieving a given set of goals. Sometimes they are referred to as internal **strengths** and **weaknesses** or external **opportunities** and **threats**, leading to the so called SWOT analysis which you may have heard of. In either case they must be clearly recognized and addressed throughout the Strategic Planning process.

The process of gathering information about the environment in which we operate is often referred to as an **environmental scan**.

In order to translate vision, mission, values and goals into day to day operating activities, some additional elements are needed to complete the framework.

Objectives. Objectives provide the bridge to convert broad, long term goals into more discrete, short term, actionable steps. Each goal will likely have multiple objectives with each objective defining an end result. Objectives will usually be specific, measurable and achievable as opposed to their goals which are usually more general or unchanging over a number of years.

Strategies. Strategies are the routes or approaches chosen to achieve specific objectives. The strategies should really provide a "road map" to the agency to help each part of the organization determine what course it should take to help achieve the overall goal. In the Persian Gulf, General Schwarzkopf and his commanders chose a combined air, sea and land strategy to achieve one of the coalition's major tactical objectives—to cut off Iraq's formidable army of occupation. Another was to neutralize Iraq's air force. Sometimes a specific strategy can support multiple objectives.

Actions. Of course the final outcome of any planning process must be action. The Strategic Planning Process provides a framework for defining the series of specific actions or activities which constitute a chosen strategy. These activities should in turn be used to define specific funding and resource requirements, as well as measures of progress and success.

As we begin the process of defining our vision of the future and managing the change that will entail, the Strategic Planning Process can provide a guide. But it is only a tool and too succeed Strategic Planning will require our collective hands as we craft are goals and objectives and together make **VISION 2000** a reality.

STRATEGIC PLANNING PROCESS

STAKEHOLDERS

VISION

VALUES

MISSION

GOALS

STRATEGIES

OBJECTIVES

ACTIONS



VISION STATEMENT

WHAT IS IT?

- ☐ IT IS A STATEMENT THAT SAYS WHAT THE ORGANIZATION IS STRIVING TO BECOME - WHAT ISN'T WORKING TODAY
- ☐ IT DESCRIBES THE ULTIMATE GOAL/AN END STATE
- ☐ IT REMAINS UNTIL ACHIEVED OR UNTIL ENVIRONMENTAL FACTORS OR STAKEHOLDER NEEDS CHANGE
- ☐ ITS LANGUAGE IS INSPIRATIONAL

WHY DO IT?

- ☐ HELPS AN ORGANIZATION UNDERSTAND WHERE IT IS NOW
- ☐ CREATES WITH OUR MINDS WHAT WE CANNOT SEE
- ☐ PROVIDES A FRAMEWORK FOR DECISION-MAKING
- ☐ HELPS DEVELOP TEAM SPIRIT BY ITS INSPIRATIONAL NATURE
- ☐ ALLOWS THE BIG PICTURE TO BE SEEN
- ☐ CAN EMPOWER AN ORGANIZATION

HOW SHOULD IT READ?

- ☐ IN THE PRESENT TENSE
- ☐ A POSITIVE STATEMENT
- ☐ PERSONAL
- ☐ INSPIRATIONAL

VALUES STATEMENT

WHAT IS IT?

- O STATES THE BASIC BELIEFS, VALUES, ASPIRATIONS, AND PHILOSOPHICAL PRIORITIES OF AN ORGANIZATION. THESE ARE WHAT AN ORGANIZATION ALWAYS STANDS FOR AND WILL NEVER COMPROMISE IN THE PERFORMANCE OF ITS MISSION AND IN THE PURSUIT OF ITS VISION.**
- O IT DEFINES HOW AN ORGANIZATION CONDUCTS ITSELF**

COMPONENTS OF A VALUES STATEMENT

- O CAN BEGIN WITH AN INTRODUCTORY MESSAGE THAT EXPLAINS THE IMPORTANCE OF THE ORGANIZATION'S VALUES**
- O CAN MENTION THE ORGANIZATION'S STAKEHOLDERS**
- O A LIST OF VALUES DEFINED IN THE ORGANIZATION'S TERMS**

STRATEGIC GOALS

STATEMENTS THAT WILL:

- O DEFINE MAJOR THRUSTS THAT AN ORGANIZATION WILL PURSUE
- O FOCUS AN ORGANIZATION TOWARDS THE SUCCESSFUL ACCOMPLISHMENT OF ITS VISION
- O PROVIDE DIRECTION
- O DEFINED IN 5-7 YEAR TIMEFRAMES

STRATEGIC OBJECTIVES

STATEMENTS THAT WILL:

- O IDENTIFY SHORT-TERM RESULTS FOR EACH GOAL
- O BE WRITTEN IN A 1-2 YEAR TIMEFRAME
- O DEFINE REALISTIC, NECESSARY, MEASURABLE AND ACHIEVABLE RESULTS

ACTION PLANS

- O ACTIVITIES THAT WILL ENSURE ATTAINMENT OF THE STRATEGIC GOALS AND OBJECTIVES
- O MANY LEVELS MUST BE IDENTIFIED: SYSTEM-WIDE, GROUP, AND INDIVIDUAL
- O USUALLY ANSWER THE QUESTIONS: WHO? WHEN? HOW?

DIRECTIONS FOR DEVELOPMENT OF A MISSION STATEMENT

1. SEPARATE EACH COMPONENT OF THE MISSION INTO THE FOLLOWING PARTS:
 - WHO ARE WE?
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 - WHAT DO WE DO?
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WHO IS THE "CUSTOMER" FOR YOUR WORK?
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TOOLS FOR MEETING MANAGEMENT

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GUIDELINES

WHENEVER GROUPS MEET TO ACCOMPLISH TASKS OR MAKE DECISIONS, THEY FIND IT DIFFICULT TO BE SUCCESSFUL BECAUSE OF THE NUMBER OF BARRIERS TO THEIR SUCCESS. A SUCCESSFUL WAY OF REMOVING THOSE BARRIERS TO SUCCESS IS TO AGREE ON CERTAIN GROUND RULES AND ASSIGN ROLES TO INDIVIDUALS IN THE GROUP TO HANDLE CERTAIN FUNCTIONS.

ON THE FOLLOWING PAGES YOU WILL FIND SUGGESTED GROUND RULES FOR PARTICIPATING IN MEETINGS AND SPECIFIC ROLES FOR MEMBERS TO ASSUME TO ENSURE GROUP SUCCESS. WHEN FOLLOWED, MANY OF THE OBSTACLES TO GROUP WORK CAN BE REMOVED.

MEETING GROUND RULES

- o PUNCTUAL ATTENDANCE
- o ACTIVE LISTENING
- o NO ONE-ON-ONE OR SIDE CONVERSATIONS
- o RESPECT AGENDA
- o KEEP TRACK OF TIME
- o WILLINGNESS TO REACH CONSENSUS
- o PARTICIPATE ACTIVELY
- o UNINTERRUPTED MEETINGS
- o SHARE RESPONSIBILITY FOR GROUP'S PROGRESS

LEADER

- o GUIDES WITHOUT DIRECTING
- o ENCOURAGES PARTICIPATION FROM ALL MEMBERS
- o SUPPORTS DISCUSSIONS INVOLVING CONSENSUS DECISION-MAKING
- o ENSURES OBJECTIVES ARE MET
- o SUMMARIZES MAJOR POINTS

FACILITATOR

- o ASSISTS A GROUP TO FREE ITSELF FROM OBSTACLES
- o EXPLAINS THE PROCESS
- o ENSURES ROLES/TASKS ARE UNDERSTOOD
- o ASKS FOR FACTS, OPINIONS, SUGGESTIONS
- o PROVIDES CONTINUOUS FOCUS TO WHAT NEEDS TO BE DONE
- o EASES TENSION
- o MAKES OBSERVATIONS ABOUT THE PROCESS

TIME KEEPER

- o ASSISTS GROUP TO DETERMINE TIME LIMITS FOR EACH AGENDA ITEM
- o MONITORS HOW LONG THE GROUP IS TAKING TO ACCOMPLISH TASK
- o GIVES REGULAR UPDATES TO INFORM GROUP OF HOW MUCH TIME IS REMAINING
- o ALLOWS GROUP TO REALLOCATE TIMES TO COMPLETE TASKS

PRESENTER

- o BRIEFLY EXPLAINS HOW A SUB-GROUP WORKED THROUGH A TASK AND REPORTS ANY DECISIONS THAT WERE REACHED
- o TAKES PERSONAL NOTES THROUGHOUT THE SESSION SO THAT THE PRESENTATION OUTLINE IS READY AT SESSION'S END
- o REVIEWS NOTES WITH GROUP TO ENSURE THAT THEY ARE CORRECT
- o USES THE GROUP'S FLIPCHART NOTES IF APPROPRIATE

SCRIBE

- o RECORDS IDEAS, DECISIONS, AND RECOMMENDATIONS
- o MAINTAINS GROUP "MEMORY"
- o OFTEN USES A FLIP CHART TO FOCUS ATTENTION
- o WRITES LEGIBLY
- o POSTS CHART PAPER AS IT IS FILLED
- o RECORDS IDEAS VERBATIM - ASKS FOR SUMMARY IF TOO LONG
- o AVOIDS INTERPRETATION
- o MAY ADD OWN IDEAS AT END OF SESSION

GROUP ROLES

LEADER

SCRIBE

TIMEKEEPER

PRESENTER

GROUP ROLES

LEADER

SCRIBE

TIMEKEEPER

PRESENTER

CONSENSUS

OPERATIONAL DEFINITION

- I BELIEVE THAT YOU UNDERSTAND MY POINT OF VIEW
- I BELIEVE THAT I UNDERSTAND YOUR POINT OF VIEW
- WHETHER OR NOT I PREFER THIS DECISION, I WILL SUPPORT IT, BECAUSE IT WAS ARRIVED AT IN AN OPEN AND FAIR WAY

GUIDELINES FOR REACHING CONSENSUS

1. AVOID ARGUING FOR THE SAKE OF "GETTING YOUR OWN WAY."
2. AVOID CHANGING YOUR MIND FOR THE SOLE PURPOSE OF AVOIDING CONFLICT.
3. AVOID CONFLICT-REDUCING TECHNIQUES SUCH AS MAJORITY VOTE, AVERAGING, BARGAINING, COIN FLIPPING, ETC.
4. VIEW DIFFERENCES OF OPINION AS NATURAL AND HELPFUL RATHER THAN AS A HINDRANCE.
5. BE SUSPICIOUS OF INITIAL AGREEMENT.

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Statement of:

Vision

Mission

Values

Recommendations to remove
barriers to success!

problems

ideas for each

MYERS-BRIGGS TYPE INDICATOR
Group Profile

<u>ISTJ</u> Retina Andrew Carlos Karen Nancy	<u>ISFJ</u> Kitty	<u>INFJ</u> Tim	<u>INTJ</u> Paul
<u>ISTP</u>	<u>ISFP</u>	<u>INFP</u> KG Terry B Ted	<u>INTP</u> Jo Messara George Bob
<u>ESTP</u>	<u>ESFP</u>	<u>ENFP</u> Lisa Don	<u>ENTP</u>
<u>ESTJ</u> Deborah Sandy	<u>ESFJ</u> Fran Sally	<u>ENFJ</u>	<u>ENTJ</u> Gretchen John Art Vestz Alice

1	☒ A	2	☒ A	3	☒ A	4	☒ A
5	☒ A	6	☒ B	7	☒ B	8	☒ B
9	☒ B	10	☒ A	11	☒ A	12	☒ B
13	☒ B	14	☒ A	15	☒ B	16	☒ B
17	☒ B	18	☒ B	19	☒ A	20	☒ A
21	☒ B	22	☒ B	23	☒ A	24	☒ B
25	☒ B	26	☒ A	27	☒ A	28	☒ A
29	☒ A	30	☒ A	31	☒ A	32	☒ B
33	☒ B	34	☒ B	35	☒ A	36	☒ A
37	☒ B	38	☒ B	39	☒ A	40	☒ B
41	☒ A	42	☒ A	43	☒ B	44	☒ B
45	☒ A	46	☒ A	47	☒ A	48	☒ B
49	☒ A	50	☒ A	51	☒ B	52	☒ A
53	☒ B	54	☒ B	55	☒ A	56	☒ B
57	☒ A	58	☒ A	59	☒ A	60	☒ B
61	☒ A	62	☒ B	63	☒ A	64	☒ B
65	☒ B	66	☒ A	67	☒ B	68	☒ A
69	☒ B	70	☒ A	71	☒ A	72	☒ A
73	☒ A	74	☒ A	75	☒ B	76	☒ B
77	☒ B	78	☒ A	79	☒ B	80	☒ A
81	☒ A	82	☒ B	83	☒ A	84	☒ B
		85	☒ B	86	☒ A	87	☒ B
		88	☒ A	89	☒ B	90	☒ B
		91	☒ A			92	☒ A
		93	☒ A				
		94	☒ A				



MYERS-BRIGGS TYPE INDICATOR

FORM G SELF-SCORABLE ANSWER SHEET

Directions

Mark your answers by making an "X" in the appropriate box. If you make a mistake, simply blacken in the box where the error is—**do not erase**. The numbers go ACROSS the page, just like the questions in the question booklet.

When you have answered every question, open this booklet and follow the directions for scoring.

Name: Gebbie

Date: 5/16/94 Sex: M ☐ F ☒ Age: 50

Occupation: _____

Years of schooling: 20+

Group: _____

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MYERS-BRIGGS TYPE INDICATOR

How people relate to the world around them:

EXTRAVERSION
(E)

INTROVERSION
(I)

How people perceive the world and gather information:

SENSING
(S)

INTUITION
(N)

How people make decisions:

THINKING
(T)

FEELING
(F)

Additional characteristics:

JUDGING
(J)

PERCEPTION
(P)

HIGHEST POSSIBLE RATINGS FOR EACH PREFERENCE

	<u>HIGHEST POSSIBLE</u>	<u>YOUR SCORE</u>		<u>HIGHEST POSSIBLE</u>	<u>YOUR SCORE</u>
E	27	_____	I	29	_____
S	34	_____	N	25	_____
T	33	_____	F	21	_____
J	28	_____	P	30	_____

Effects of Each Preference in Work Situations

Extraverts

Like variety and action
Are often good at greeting people
Are sometimes impatient with long slow jobs
Are interested in how others do their jobs
Often enjoy talking on the phone
Like to have people around in the working environment
Often act quickly, sometimes without thinking
May prefer to communicate by talking rather than writing
Like to learn a new task by talking it through with someone

Introverts

Like quiet for concentration
Have trouble remembering names and faces
Can work on one project for a long time without interruption
Are interested in the idea behind the job
Dislike telephone interruptions
Think before they act, sometimes without acting
Work alone contentedly
May prefer communications to be in writing
May prefer to learn by reading rather than talking or experiencing

Sensing Types

Are aware of the uniqueness of each event
Focus on what works now
Like an established way of doing things
Enjoy applying what they have already learned
Work steadily, with a realistic idea of how long it will take
Usually reach a conclusion step by step
Are not often inspired, and may not trust the inspiration when they are
Are careful about the facts
May be good at precise work
Can oversimplify a task
Accept current reality as a given to work with

Intuitive Types

Are aware of new challenges and possibilities
Focus on how things could be improved
Dislike doing the same thing repeatedly
Enjoy learning new skills
Work in bursts of energy powered by enthusiasm, with slack periods in between
May leap to a conclusion quickly
Follow their inspirations and hunches
May get their facts a bit wrong
Dislike taking time for precision
Can overcomplicate a task
Ask why things are as they are

Thinking Types

Are good at putting things in logical order
Respond more to people's ideas than their feelings
Anticipate or predict logical outcomes of choices
Need to be treated fairly
Tend to be firm and tough-minded
Are able to reprimand or fire people when necessary
May hurt people's feelings without knowing it
Have a talent for analyzing a problem or situation

Feeling Types

Like harmony and will work to make it happen
Respond to people's values as much as to their thoughts
Are good at seeing the effects of choices on people
Need occasional praise
Tend to be sympathetic
Dislike telling people unpleasant things
Enjoy pleasing people
Take an interest in the person behind the job or idea

Judging Types

Work best when they can plan their work and follow the plan
Like to get things settled and finished
May decide things too quickly
May dislike to interrupt the project they are on for a more urgent one
Tend to be satisfied once they reach a judgment on a thing, situation, or person
Want only the essentials needed to begin their work
Schedule projects so that each step gets done on time
Use lists as agendas for action

Perceptive Types

Do not mind leaving things open for last-minute changes
Adapt well to changing situations
May have trouble making decisions, feeling like they never have enough information
May start too many projects and have difficulty in finishing them
May postpone unpleasant jobs
Want to know all about a new job
Get a lot accomplished at the last minute under pressure of a deadline
Use lists as reminders of all the things they have to do someday

MUTUAL USEFULNESS OF OPPOSITE TYPES

The clearest vision of the future comes only from an intuitive, the most practical realism only from a sensing type, the most incisive analysis only from a thinker, and the most skillful handling of people only from a feeling type. Success for any enterprise demands a variety of types, each in the right place.

Opposite types can supplement each other in any joint undertaking. When two people approach a problem from opposite sides, each sees things not visible to the other. Unfortunately, they seldom see each other's point of view. Too much oppositeness makes it hard for people to work well together. The best teamwork is usually done by people who differ on one or two preferences only. This much difference is useful, and the two or three preferences they have in common help them to understand each other and communicate.

When extreme opposites must work or live together, an understanding of type does much to lessen the friction. Disagreement is less irritating when Smith recognizes that it would hardly be normal for Jones to agree. Jones is not being willfully contrary. He is simply being an opposite type, and opposite types can be tremendously useful to each other when given the chance. The lists below show some of the specific ways.

INTUITIVES NEED SENSING TYPES:

- To bring up pertinent facts
- To apply experience to problems
- To read the fine print in a contract
- To notice what needs attention now
- To have patience
- To keep track of essential details
- To face difficulties with realism
- To remind that the joys of the present are important

SENSING TYPES NEED INTUITIVES:

- To bring up new possibilities
- To supply ingenuity on problems
- To read the signs of coming change
- To prepare for the future
- To have enthusiasm
- To watch for new essentials
- To tackle difficulties with zest
- To show that the joys of the future are worth looking for

FEELING TYPES NEED THINKERS:

- To analyze
- To organize
- To find the flaws in advance
- To reform what needs reforming
- To hold consistently to a policy
- To weigh "the law and the evidence"
- To fire people when necessary
- To stand firm against opposition

THINKERS NEED FEELING TYPES:

- To persuade
- To conciliate
- To forecast how others will feel
- To arouse enthusiasm
- To teach
- To sell
- To advertise
- To appreciate the thinker

MEYERS-BRIGGS LEADERSHIP TEMPERAMENTS

Negotiator/Troubleshooter/Diplomat (SP)

Good at putting out fires, unsnarling messes, responding to crises, and getting things done. Has a strong sense of reality.

Traditionalist/Consolidator/Stabilizer (SJ)

Focuses on the organization as a body, nourishes and cares for that social organism. Good at establishing policies, rules, schedules, and regulations. Brings stability to the organization.

Visionary (NT)

Good at conceptualizing and designing new things. Less interested in maintenance/consolidation. Brings new ideas into the organization.

Catalyst (NF)

Good at drawing the best out of people, stimulating latent potential. Focuses on individuals in the organization as the key resources for getting things done.

Contributions In A Management Team

Negotiator/Troubleshooter/Diplomat (SP): An SP leader can spur action to a management team as can no other type. Things are sure to happen with this type around. The SP probably will be at his best in verbal planning and decision making. He may not enjoy or be good at producing written documents. He can spot trouble spots in an organization while they still are minor and can prevent small problems from becoming large ones because of inattention. Operations are apt to run smoothly with an SP aboard, since he will detect early signs of trouble in these operations. Productivity is apt to be high, and he usually will be aware of the comfort and working conditions of employees. The SP leader is not likely to allow unnecessarily bad working conditions to exist for employees without attempting to do something about them.

Traditionalist/Consolidator/Stabilizer (SJ): The Traditionalist/Stabilizer leader particularly complements an NF leader, who supplies an effective, smooth-running system. The SJ manager is excellent at plan-execution and operationalization. He can maintain an excellent data flow upward and downward so those around him are kept well informed. If an organization does not have an SJ manager on the management team, important details may be missed. Plant utilization may be poor. There may be poor control of material and personnel procedures, and far-reaching decisions may be made at inappropriate levels--by clerical personnel, for example. Time and materials waste may occur without management's notice. A system without a traditionalist leader may find itself in a constant state of change without a base of policy and regulation.

Visionary (NT): If an organization does not have a Visionary/Architect/Builder on the management team, planned change may be minimal, and sooner or later deterioration will occur. The status quo will continue, perhaps to obsolescence. The NT manager can contribute theoretical structure and develop useable alternatives for actions being considered. And the structures the NTs develop are apt to take into consideration the benefits for the entire system as well as the immediate system being developed. NTs contribute a belief and enthusiasm in possibilities of ideas which are often contagious to others. They can be as supportive and enthusiastic about the ideas of another as their own and ordinarily are as good at following as leading, being able to do either as the circumstances demand. An NT team member may want to spend too much time planning and delay execution, but an SP team member can provide the proper stimulus.

Catalyst (NF): The Catalyst leader will add a personalized, people-centered point of view to a management team and can speak to the social consequences of a ploy in a way other types may not. If an organization does not have an NF leader on a team, members of the organization may find the environment cold, sterile, inhuman, joyless, dull, and complain about the absence of companionship. Esprit de corps may be low and enthusiasm minimal. Although excellent data systems may exist, the people in the system may not be used as effectively as they might. Many a troubled water can be stilled when a Catalyst is present to pour on the necessary oils.

Taken From: Please Understand Me: An Essay On Temperament Styles by David Keirsey and Marilyn Bates

CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE AMONG YOUNG PEOPLE

SENSING TYPES

INTUITIVE TYPES

INTROVERTS

INTROVERTS

EXTRAVERTS

EXTRAVERTS

ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.	ISFJ Quiet, friendly, responsible and conscientious. Work devotedly to meet their obligations and serve their friends and school. Thorough, painstaking, accurate. May need time to master technical subjects, as their interests are usually not technical. Patient with detail and routine. Loyal, considerate, concerned with how other people feel.	INFJ Succeed by perseverance, originality and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.	INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, often stubborn. Must learn to yield less important points in order to win the most important.
ISTP Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in impersonal principles, cause and effect, how and why mechanical things work. Exert themselves no more than they think necessary, because any waste of energy would be inefficient.	ISFP Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.	INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.	INTP Quiet, reserved, brilliant in exams, especially in theoretical or scientific subjects. Logical to the point of hair-splitting. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need to choose careers where some strong interest can be used and useful.
ESTP Matter-of-fact, do not worry or hurry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. May be a bit blunt or insensitive. Can do math or science when they see the need. Dislike long explanations. Are best with real things that can be worked, handled, taken apart or put together.	ESFP Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.	ENFP Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.	ENTP Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.
ESTJ Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.	ESFJ Warm hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Little interest in abstract thinking or technical subjects. Main interest is in things that directly and visibly affect people's lives.	ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for other people's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, active in school affairs, but put time enough on their studies to do good work.	ENTJ Hearty, frank, able in studies, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fund of knowledge. May sometimes be more positive and confident than their experience in an area warrants.

MYERS

BRIGGS

TYPE

INDICATOR

PROFILES

PORTRAIT OF AN ISTJ

ISTJs are characterized by decisiveness in practical affairs, are the guardians of time-honored institutions, and, if only one adjective could be selected, dependable would best describe this type which represents about 6 percent of the general population. The word of ISTJs is their bond, and they experience great uneasiness by thoughts of a bankrupt nation, state, institution, or family.

Whether at home or at work, this type is rather quiet and serious. ISTJs are extraordinarily persevering and dependable. The thought of dishonoring a contract would appall a person of this type. When they give their work, they give their honor. ISTJs can be counted on to conserve the resources of the institution they serve and bring to their work a practical point of view. They perform their duties without flourish or fanfare, therefore, the dedication they bring to their work can go unnoticed and unappreciated.

ISTJ's interest in thoroughness, details, justice, practical procedures, and smooth flow of personnel and material leads this type to occupations where these preferences are useful. For example, ISTJs make excellent bank examiners, auditors, accountants, or tax examiners. Investments in securities are likely to interest this type, particularly investments in bluechip securities. ISTJs are not likely to take chances either with their own or others' money.

ISTJs can handle difficult, detailed figures and make sense of them. They communicate a message of reliability and stability, which often makes them excellent supervisors of, for example, a ward in a hospital, a library, or a business operation. They would be capable of handling the duties of a mortician, a legal secretary, or a law researcher. High-school teachers of business, home economics, physical education, and the physical sciences are ISTJs, as are top-ranking officers of the Women's Army Corps. Often this type seem to have ice in their veins, for people fail to see an ISTJ's vulnerability to criticism.

ISTJs are patient with their work and with procedures within an institution, although not always patient with the individual goals of people in that institution. ISTJs will see to it that resources are delivered when and where they are supposed to be; material will be in the right place at the right time. And ISTJs would prefer that this be the case with people, too.

As a husband or wife, the ISTJ is a pillar of strength. Just as this type honors business contracts, so do they honor the marriage contract. Loyal and faithful mates, they take responsibilities to children and mate seriously, giving lifelong commitment

to these. Duty is a word the ISTJ understands. The male ISTJ sees himself as the breadwinner of a family, although he can accept a working wife--as long as responsibilities to children are not shirked. The male ISTJ's concept of masculinity is patriarchal, and both female and male ISTJs make steady, dependable partners. The female ISTJ may abandon the frivolous for the sensible and may not always deepen her sensuality.

As parents, ISTJs are consistent in handling children, and the rules of the family are made clear. A rebellious, nonconforming child may have a difficult time, however, with an ISTJ parent--and vice versa. As a child, the ISTJ is apt to be obedient and a source of pleasure to parents and teachers.

Although ISTJs are outstandingly practical and sensible, they can marry people who are thoroughly irresponsible, with the marriage developing into a relationship more parent-to-child than adult-to-adult. The ISTJ fluctuates from being rescuer to reformer of the wayward mate. The marriage then becomes a lifelong game: On one side, there is Irresponsibility, Promise of Reform, Brief Period of Reform, and Irresponsibility again; on the ISTJ's part, the cycle is Disapproval, Rescue, Scolding, Forgiveness, Acceptance of Promise To Do Better, and on and on. This pattern often is seen when an ISTJ marries an alcoholic and enters a life of caretaking punctuated by periods of anger and rejection. Somehow, although ISTJs can accept periodic fickleness and selfishness in significant others, they do not see this kind of behavior as acceptable in themselves.

ISTJs have a distaste for distrust of fanciness in speech, dress, or home. The ostentatious is abhorred, and a neat, orderly, and functional home and work environment is preferred. Durability of furnishings are of primary concern, esthetics given slim consideration. The clothes of an ISTJ tend to be practical and durable rather than in the latest style or luxurious. "No nonsense" in both food and clothes seems characteristic of this type who tend not be attracted by exotic foods, beverages, or places.

The male ISTJ may enjoy stag, men-only parties and use a different sort of language when only men are present. The yearly hunting or fishing trip as a male ritual is often a part of recreation for an ISTJ. More than the female, the ISTJ male is apt to be involved in community service organizations that transmit traditional values to the young, such as Boy Scouting. They understand and appreciate the contributions these groups make in preserving the national heritage. Along with the SJs, the ISTJ takes particular delight in festive occasions held in the context of rituals, for example, weddings, holiday feasts, and birthdays. At work, the ISTJ is apt to see the holiday office party as a necessary nuisance and would be likely to participate and enjoy these events.

At midlife ISTJs might develop an interest in collecting art objects and indulge themselves in using time to craft objects which have utilitarian purpose. ISTJs might enjoy relaxing physically and psychologically from a decision-making role, perhaps even schooling themselves to allow others to wait on them. They might want to increase their capacity to engage in frivolity and, for a change, let someone else worry about the future. Continuing to put off vacations, wanted luxuries, rest periods, and other long-overdue activities could well be abandoned in favor of some self-indulgence.

Taken from Please Understand Me, An Essay on Temperament Styles
by David Keirsey and Marilyn Bates.

PORTRAIT OF AN ISFJ

Six out of every one hundred people are ISFJs. Here the primary desire is to be of service and to minister to individual needs. ISFJs carry a sense of history, a sense of continuity with past events and relationships. Traditions and the conservation of resources are valued highly. The least hedonistic of all types, ISFJs believe work is good, play must be earned. ISFJs are willing to work long, long hours. When they undertake a task, it will be completed if at all humanly possible. Adhering to an established way of doing things and doing them well is valued and respected. The efficiency and effectiveness of an established procedure is not often questioned. Procedures dictated by handbooks are law. If others violate or ignore these standard operating procedures, ISFJs are annoyed and irritated, although they may not always display this reaction. Usually, such irritation is turned inward and may be experienced as fatigue and muscle tension.

ISFJs are super-dependable and seldom are happy working in situations where rules are constantly changing. Their major need to be of service to others leads them into occupations such as nursing, teaching, secretarial work, medical practice (especially general practice), librarian work, and middle-management administrative jobs. They relate well to people who need them, for example, the sick, the ignorant, students, and the "boss." Much satisfaction comes to them when they are taking care of the needs of another and they render the service gently and helpfully. When the recipient is no longer in need, the relationship may change its character, the ISFJ becoming disinterested. They enjoy assisting the downtrodden and can handle better than other types servility in others. If a situation calls for such behavior on their part, they will show "due respect." ISFJs have an extraordinary sense of responsibility and an outstanding talent for executing routines which call for repeated, sequential procedures; for example, ISFJs make extraordinary secretaries, highly efficient nurses, and dedicated teachers. Speculation and theory do not intrigue ISFJs, who would leave the less practical matters to others while remaining themselves practical and down-to-earth.

ISFJs tend to be devoted and loyal to a boss and tend to identify, personally rather than institutionally. They expect others, including the boss, to follow procedures and are distressed and embarrassed when people do not behave as they are supposed to behave. ISFJs often seem to feel personally responsible for seeing to it that people in an institution or business carry out established rules and routines. They often are aware of status given by titles, environment, offices, and the like and can use this to advantage. They are aware of the value of material resources and abhor the squandering or misuse

of these resources. To save, to put something aside against an unpredictable future, to prepare for emergencies--these are important actions.

ISFJs may experience some discomfort when placed in positions of authority over others and may tend to try to do everything themselves rather than insist that others do their jobs. As a result, ISFJs are frequently overworked

ISFJs are devoted to mate and family and usually are excellent homemakers. The home of an ISFJ is likely to be well kept inside and out. Interior and exterior are meticulously maintained and appointed in the traditional manner. As a parent, the ISFJ expects the children to conform to the rules of society and has a feeling of personal responsibility to see to it that these rules are honored. An ISFJ is apt to find the putting on of airs as offensive and tends to prefer modest, quiet friends rather than more boisterous ones. For the ISFJ, people should behave according to their position in life, and the ISFJ may be annoyed by others who act either above or below their social or economic station.

The ISFJ female often displays a flair for making the interior of the home attractive in a time-honored style, provides attractive, nourishing meals, and maintains the environment in a neat and orderly state. To the ISFJ male and female, the home territory is important to own and to preserve.

While ISFJs are super-dependable, they may be fascinated by and attracted to the irresponsible, the lush, the glutton. Many ISFJs marry alcoholics and then proceed to conduct a rescue-rejection game without end, with the rescuing phase taking the guise of an attempt to reform. Occasionally, an ISFJ mother may reveal a tendency to find humor in the "waywardness" of a son, while raising her daughters to respect traditions and to do the Right Thing at the Right Time--always.

ISFJs are frequently misunderstood and undervalued. Their contributions often are taken for granted, and the ISFJ as well is too often taken for granted. This can cause an ISFJ to harbor feelings of resentment, and this bottled up emotion can gnaw inwardly, causing the ISFJ much undeserved suffering.

At midlife ISFJs might want to develop the thinking function more fully. For example, a study of human behavior might be one avenue that ISFJs can find fascinating at this time. They also might practice being in the limelight occasionally, more aggressively claiming recognition for the many contributions they have been making so quietly for so long. They could even practice the art of accepting service from others, allowing themselves to be pampered a bit, and cutting down on the services they provide to others, no matter who those others may be.

PORTRAIT OF AN INTJ

INTJs are the most self-confident of all the types, having "self-power" awareness. Found in about 1 percent of the general population, the INTJs live in an introspective reality, focusing on possibilities, using thinking in the form of empirical logic, and preferring that events and people serve some positive use. Decisions come naturally to INTJs; once a decision is made, INTJs are at rest. The INTJs look to the future rather than the past, and a word which captures the essence of INTJs is builder--a builder of systems and the applier of theoretical models.

To INTJs, authority based on position, rank, title, or publication has absolutely no force. This type is not likely to succumb to the magic of slogans, watchwords or shibboleths. If an idea or position makes sense to an INTJ, it will be adopted; if it doesn't it won't, regardless of who took the position or generated the idea. As with the INTP, authority per se does not impress the INTJ.

INTJs do, however, tend to conform to rules if they are useful, not because they believe in them, or because they make sense, but because of their unique view of reality. They are the supreme pragmatists, who see reality as something which is quite arbitrary and made up. Thus it can be used as a tool--or ignored. Reality is quite malleable and can be changed, conquered, or brought to heel. Reality is a crucible for the refining of ideas, and in this sense, INTJs are the most theoretical of all of the types. Where an ESTP sees ideas as the pawn of reality, INTJ sees reality as the pawn of ideas: No idea is too far-fetched to be entertained. INTJs are natural brainstormers, always open to new concepts and, in fact, aggressively seeking them.

INTJs manipulate the world of theory as if on a gigantic chessboard, always seeking strategies and tactics that have high payoff, in their penchant for logic, the INTJs resemble the INTPs. The logic of an INTJ, however, is not confined to be expressibly logical. Unlike INTPs, INTJs need only to have a vague, intuitive impression of the unexpressed logic of a system to continue surely on their way. Things need only seem logical; this is entirely sufficient. Moreover, they always have a keen eye for the consequence of the application of new ideas of positions. They can be quite ruthless in the implementation of systems, seldom counting personal cost in terms of time and energy. Theories which cannot be made to work are quickly discarded by the INTJs.

To understand INTJs, their way of dealing with reality rather than their way of dealing with ideas should be observed loosely. Their conscious thought is extraverted and empirical. Hence, they are better at generalizing, classifying, summarizing, adducing evidence, proving, and demonstrating than are the INTPs.

The INTJs are somewhat less at home with pure reason, that is, systemic logic, where principles are explicit. In this respect they resemble the ENTJs. The INTJs, rather than using deductive logic, use their intuition to grasp coherence.

INTJs have a drive to completion, always with an eye to long-term consequences. Ideas seem to carry their own force for INTJs, although they subject every idea to the test of usefulness. Difficulties are highly stimulating to INTJs, who love responding to a challenge that requires creativity. Their personality traits lead INTJs to occupations where theoretical models can be translated into actuality. They build data and human systems where they work if given even a slight opportunity. They can be outstanding in scientific research and also outstanding as executives who generate a plethora of implementations of ideas. Teamed with an INTP who is the architect of systems, the INTJ provides a dimension to an organization which insures that the work of the INTP does not gather dust on library shelves.

INTJs can be very single-minded at times; this can be either a weakness or a strength in their careers, for they can ignore the points of view and wishes of others. INTJs usually rise to positions of responsibility, for they work long and hard and are steady in their pursuit of goals, sparing neither time nor effort on their part or that of their colleagues and employees.

INTJs live to see systems translated into substances; an INTP, by contrast, is content to design the system. In both these cases, however, coherence is the master. Both internal and external consistency are important, and if an INTJ finds that he or she is in a working situation where overlapping functions, duplication of effort, inefficient paper flow, and waste of human and material resources abound the INTJ cannot rest until an effort is made to correct the situation. Cost-effectiveness is a concept which has a strong imperative for INTJs, who frequently select occupations in engineering, particularly human engineering. They also can be found in the physical sciences, in roles which require development, such as curriculum building, and, in general, any job which requires the creation and application of technology to complex areas.

Fellow workers of INTJs often feel as if the INTJ can see right through them, and often believe that the INTJ finds them wanting. This tendency of people to feel transparent in the presence of the INTJ often results in relationships which have psychological distance. Thus colleagues find the INTJ apparently unemotional and, at times, cold and dispassionate. Because of their tendency to drive others as hard as they do themselves, INTJs often seem demanding and difficult to satisfy. INTJs are high achievers in school and on the job. On the job, they take the goals of an institution seriously and continually strive to respond to these goals. They make dedicated, loyal employees whose loyalties are

directed toward the system, rather than toward individuals within the system. So as the people of an institution come and go, the INTJs have little difficulty--unlike the NPs, who have their loyalties involved more with persons than offices. INTJs tend, ordinarily, to verbalize the positive and eschew comments of a negative nature; they are more interested in moving an institution forward than commiserating about mistakes of the past.

As mates, INTJs want harmony and order in the home and in relationships. They are the most independent of all the types. They will trust their intuitions about others when making hcoices of friends and mates, even in the face of contradictory evidence and pressures applied by others. The emotions of an INTJ are hard to read, and neither male nor female INTJ is apt to express emotional reactions. At times, both will seem cold, reserved, and unresponsive, while in fact INTJs are almost hypersensitive to signals of rejecting from those for whom they care. In social situations, INTJs may also be unresponsive and may neglect to observe small rituals designed to put others at their ease. For example, INTJs may communicate that time is wasted if used for idle dialogue, and thus people receive a sense of hurry from an INTJ which is not always intended. In their interpersonal relationships, INTJs are usually better in a working situation than in recreational situations. They do not enjoy physical contact except with a chosen few.

As parents, INTJs are dedicated and single-minded in their devotion: Their children are a major focus in life. They are supportive of their children and tend to allow them to develop in directions of their own choosing. INTJs usually are firm and consistent in their discipline and rarely care to repeat directions given to children--or others. Being the most independent of all the types, they have a strong need for autonomy; indifference or criticism from people in general does not particularly bother INTJs, if they believe that they are right. They also have a strong need for privacy.

The most important preference of an INTJ is intuition, but this is seldom seen. Rather, the function of thinking is used to deal with the world and with people. INTJs are vulnerable in the emotional area and may make serious mistakes here.

At midlife the feeling side of personality should be given much attention by the INTJ, who can work at expanding his or her abilities to respond to the wishes and feelings of others. They may also do well to turn more attention tot he sensory side of their natures, attempting to get in touch with the joys of good food, good beverages, social rituals, kinesthetic experiences--and play. The "wasting" of time in play is an appropriate target as a midlife task for INTJs who can take lessons from an SP, especially an ESP, in the art of enjoying the pleasures of life.

PORTRAIT OF AN INFJ

INFJs focus on possibilities, think in terms of values and come easily to decisions. The small number of this type (1 percent) is regrettable, since INFJs have an unusually strong drive to contribute to the welfare of others and genuinely enjoy helping their fellow men. This type has great depth of personality; they are themselves complicated, and can understand and deal with complex issues and people.

It is an INFJ who is likely to have visions of human events past, present, or future. If a person demonstrates an ability to understand psychic phenomena better than most others, this person is apt to be an INFJ. Characteristically, INFJs have strong empathic abilities can be aware of another's emotions or intents even before that person is conscious of these. This can take the form of feeling the distress or illnesses of others to an extent which is difficult for other types. INFJs can intuit good and evil in others, although they seldom can tell how they came to know. Subsequent events tend to bear them out, however.

INFJs are usually good students, achievers who exhibit an unostentatious creativity. They take their work seriously and enjoy academic activity. They can exhibit qualities of over-perfectionism and put more into a task than perhaps is justified by the nature of the task. They generally will not be visible leaders, but will quietly exert influence behind the scenes.

INFJs are hard to get to know. They have an unusually rich inner life, but they are reserved and tend not to share their reactions except with those they trust. Because of their vulnerability through a strong facility to introject, INFJs can be hurt rather easily by others, which perhaps is at least one reason they tend to be private people. People who have known an INFJ for years may find sides emerging which come as a surprise. Not that INFJs are inconsistent; they are very consistent and value integrity. But they have convoluted, complex personalities which sometimes puzzle even them.

INFJs like to please others and tend to contribute their own best efforts in all situations. They prefer and enjoy agreeing with others, and find conflict disagreeable and destructive. What is known as ESP is likely found in an INFJ more than in any other types, although other types are capable of such phenomena. INFJs have vivid imaginations exercised both as memory and intuition, and this can amount to genius, resulting at times in an INFJ's being seen as mystical. This unfettered imagination often will enable this person to compose complex and often aesthetic works of art such as music, mathematical systems, poems, plays, and novels. In a sense, the INFJ is the most poetic of all the

types. Just as an ENTJ cannot not lead, so must an INFJ intuit; this capability extends to people, things, and often events, taking the form of visions, episodes of foreknowledge, premonitions, auditory and visual images of things to come. INFJs can have uncanny communications with certain individuals at a distance.

INFJs often select liberal arts as a college major and opt for occupations which involve interacting with people, but on a one-to-one basis. For example, the general practitioner in medicine might be an INFJ, or the psychiatrist or psychologist. As with all NFs, the ministry holds attraction, although the INFJ must develop an extraverted role here which requires a great deal of energy. INFJs may be attracted to writing as a profession, and often they use language which contains an unusual degree of imagery. They are masters of the metaphor, and both their verbal and written communications tend to be elegant and complex. Their great talent for language usually is directed toward people, describing people and writing to communicate with people in a personalized way. INFJs who write comment often that they write with a particular person in mind; writing to a faceless, abstract audience leaves them uninspired.

INFJs make outstanding individual therapists who have the ability to get in touch with the archetypes of their patients in a way some other types do not. The INFJs are also the most vulnerable of all the types to the eruption of their own archetypal material. As therapists, INFJs may choose counseling, clinical psychology, or psychiatry, or may choose to teach in these fields. Writing about these professions often intrigues an INFJ. Whatever their choice, they generally are successful in these fields because their great personal warmth, their enthusiasm, their insight, their depth of concentration, their originality, and their organizational skills can all be brought into play.

At work as well as socially, INFJs are highly sensitive in their handling of others and tend to work well in an organizational structure. They have a capacity for working at jobs which require solitude and concentration, but also do well when in contact with people, providing the human interaction is not superficial. INFJs enjoy problem-solving and can understand and use human systems creatively and humanistically. As employees or employers, INFJs are concerned with people's feelings and are able to provide in themselves a barometer of the feelings of individuals and groups within the organization. INFJs listen well and are willing and able to consult and cooperate with others. Once a decision is made, they work to implement it.

INFJs are generally good at public relations and themselves have good interpersonal relations. They value staff harmony and want an organization to run smoothly and pleasantly, themselves making very effort to contribute to that end. They are crushed by too

much criticism and can have their feelings hurt rather easily. They respond to praise and use approval as a means of motivating others, just as they, the INFJs, are motivated by approval. If they are subject to a hostile, unfriendly working condition or to constant criticism, they tend to lose confidence, become unhappy and immobilized, and finally become physically ill.

As mates, INFJs are usually devoted to their spouses, but may not always be open to physical approaches. They tend to be physically demonstrative at times, but wish to choose when, which is when they are in the mood. This may be quite confusing to an extraverted mate. Often an INFJ's expressions of affection will be subtle, taking a humorous, unexpected turn. INFJs need and want harmony in their home and find constant conflict, overt or covert, extremely destructive to their psyches. Their friendship circle is likely to be small, deep, and long-standing. As parents, INFJs usually are fiercely devoted. A female INFJ, particularly, is linked to her children in a way different from the other types: with almost a psychic symbiosis. This deep bond can create an overdependency that can be unhealthy for both mother and child. At the same time, INFJs tend to be good friends with their children, while firm in discipline. They usually are concerned about the comfort of a home and most especially the comfort, physical health, and emotional well-being of both mates and children.

At midlife an INFJ can best continue developing the thinking function in the form of logic and the pursuit of theory. The pleasure of taking a theoretical model and applying it to a situation may be a source of interest which an INFJ may have been neglecting. While continuing to pursue the person-to-person in feeling-type relationships, at midlife INFJs may want to get more involved in working with NTs, who offer a dimension not dominating NFs and vice versa. Carefully providing for rest and taking care of physical health is vital to the INFJ at all times, and mandatory from midlife on.

Taken from Please Understand Me, An Essay On Temperament Styles
by David Keirsey and Marilyn Bates

PORTRAIT OF AN ISTP

The action orientation of the ISTPs will not be as apparent as it is in the ESTPs and the ESFPs; nonetheless, it is most assuredly there. ISTPs direct their action toward the factual and the practical. They are a joy to watch as they become involved in an activity. At such a time, they may work 36 hours at a stretch, never letting up until the activity releases them from its hold. Because of this, they can be found among the performing artists and the craft artisans. They are often successful in the building trades and in the technician occupations of scientific laboratories, tending to avoid service and clerical work. They make up about 6 percent of the general population, and the one word which best describes the ISTP is artisan.

The precision and tireless energy which ISTPs exhibit when focusing on a particular activity does not extend to their lifestyle in general. They are not interested in perfectionism in all areas and so may tolerate disorder in the general environment. They can even be somewhat on-again, off-again in their intense interests, which causes them to be seen, at times, as unpredictable and unstable, even impulsive. They are uneasy when not active and find sitting, reading, idle chatting, and the like uncomfortable. Time that stretches out ahead with no option to act raises the ISTP's anxiety. They are more content working on a project which interests them, but the interest is not in the project's outcome; rather, in its processes. Activity is the thing, and ends in itself.

ISTPs enjoy solitude, and their ties with others can be somewhat superficial because they tend to connect with others through activities where body movement is involved rather than through face-to-face dialogue. Others sometimes find ISTPs distant and detached.

For ISTPs knowledge for the sake of knowledge is not as important as the use of knowledge in providing a foundation for activity. They are not particularly interested in acquiring advanced levels of education through formal channels, preferring to gain expertise through experience and action. In recreation, they are involved in sports, either as participant or spectator or both. Probably 50 percent of surfers are ISTPs, for surfing requires a willingness to perfect a performance and a tolerance for solitude.

ISTPs respond to the challenge of complicated equipment that provides action. For example, large trucks, earth movers, and construction machinery are apt to fascinate an ISTP. They also find their need for excitement and action met in such occupations as surgery, electronics, car racing, bicycle racing, daredevil

acts, acrobatics, athletics, and the like. Surely the gunslinger of yesterday and the hit man of today draw their great virtuosos from the ISTP pool. Outstanding craftsmen are also apt to come from this type--for example, the sculptor, the wood carver, the furniture maker, the cabinet maker, the tile maker, the weaver, and the rug maker.

At midlife ISTPs may be at the point of developing outstanding expertise in their craft, and a shift away from this may not be productive. They may, however, want to work on expanding the extraverted, gregarious side of their personalities and may need to develop discipline in completing one project before beginning another.

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PORTRAIT OF AN ISFP

ISFPs are found in about 6 percent of the general population. The best name for this type is free spirit, for they have an intense need for freedom. The simple rural life, life in the wilderness, the tribal/communal life-all these may call them. Their needs for social interaction, however, is not as great as that of the type they most resemble, the ESFP. So an ISFP may forgo all social ties of any duration to preserve the freedom to wander. The Lyric, "I was born under a wandering starry . . .," might capture the spirit of the ISFP in this respect. The flower children of the 1960's may have been largely ISFPs, though the ESFPs also seem attracted to communing with others.

ISFPs also resemble INFPs in needing to achieve intensity of feeling. The focus, however, with the ISFPs seems to be more on the sensuous side than the meaningful side. The ISFP is orgastic, in a sense, demanding of life that it provide the excitement and pleasure of drinking deeply at the Dionysian well. Not revelry (that is the forte of the ESFP) but experience is what attracts the ISFP to these kinds of activities. Music, rhythm, color, and texture beckon ISFPs, and perhaps this accounts for the fact that so many musicians are ISFPs. Music, like wine, is incorporated and internalized, and the introverted nature of the ISFP requires this internalization. There is a reason why the flower became the symbol for what the flower children wanted: flowers are warm, alive, sweet, colorful, rhythmic, natural, absolute, needing no statement, no interpretation-a pure being-in-self.

ISFPs are not articulate. They communicate through action. They do not verbalize their meanings, but, for example. Offer a lovely flower and a smile. Their actions speak of the pastoral and the bucolic.

They do not seek philosophy or science or literature. These are too distant from life for the ISFPs. They seek, rather, the pounding surf, the river, the forest, the ship, the truck, the racing car, the horse, the potter's wheel, the hoist, the bulldozer-some kind of action where they can keep their finger on the pulse of life.

It is not that people are unimportant to the ISFP-indeed they are-but people are more the frame work for the activities of the ISFP, providing a shadowy background. Perhaps this type is the least understood of all the types-and yet often the most envied. They are so fiercely and independent and insistent that they live in and for the moment, in action, fully savoring the surges they feel and discharge, that others often find them difficult to comprehend or understand. Gauguin, perhaps, provides a prototype of the ISFP as he walked away from his affluent position in

society, off to Tahiti to an unknown future, and without a backward glance.

At midlife ISFPs may be subject to strong temptations to follow Gauguin's lead, to abandon their current style of life, and sacrifice home, children, and mate for the lure of the unknown bucolic life. The cost of following this impulse must, of course, be reckoned. If the ISFP has not found in work a source of pleasure which continues past midlife, he or she may want to opt for an early retirement and enter into a new career where their need to be close to nature can be satisfied.

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PORTRAIT OF AN INTP

INTPs exhibit the greatest precision in thought and language of all the types; they tend to see distinctions and inconsistencies in thought and language instantaneously. The one word which captures the unique style of INTPs is architect--the architect of ideas and systems as well as the architect of edifices. This type is found in only 1 percent of the population and therefore is not encountered as frequently as some of the other types.

INTPs detect contradictions in statements no matter how distant in space or time the contradictory statements were produced. The intellectual; scanning of INTPs has a principled quality' that it, INTPs search for whatever is relevant and pertinent to the issue at hand. Consequently, INTPs can concentrate better than any other type.

Authority derived from office, position, or wide acceptance does not impress INTPs. Only statements that are logical and coherent carry weight. External authority per se is irrelevant. INTPs are intolerant of redundancy and incoherence. Possessing a desire to understand the universe, an INTP is constantly looking for universal law. Curiosity concerning these keys to the universe is a driving force in this type.

INTPs prize intelligence in themselves and in others, but can become intellectual dilettantes as a result of their need to amass ideas, principles, or understanding of behavior. And once they know something, it is remembered. INTPs can become obsessed with analysis. Once caught up in a thought process, that thought process seems to have a will of its own for INTPs, and they preserve until the issue is comprehended in all its complexity. They can be intellectual snobs and may show impatience at times with others less endowed intellectually. This quality, INTPs find, generates most hostility and defensive behaviors on the part of others, who may describe an INTP as arrogant.

For INTPs, the world exists primarily to be understood. Reality is trivial, a mere arena for proving ideas. It is essential that the universe is understood and that whatever is stated about the universe is stated correctly, with coherence and without redundancy. This is the INTP's final purpose. It matters not whether others understand or accept his or her truths.

The INTP is the logician, the mathematician, the philosopher, the scientist; any pursuit requiring architecture of ideas intrigues this type. INTPs should not, however, be asked to work out the implementation or application of their models to the real world. The INTP is the architect of a system and leaves it to others to be the builder and the applicator. Very often, therefore, the INTP's work is not credited to him or her. The builder and the applier gains fame and fortune, while the INTP's name remains obscure. Appreciation of an INTP's theoretical work frequently

comes posthumously--or the work may never be removed from library shelves at all and thus lost.

INTPs tend not to be writers or to go into sales work. They are, however, often excellent teachers, particularly for advanced students, although INTPs do not always enjoy much popularity, for they can be hard taskmasters. They are not good at clerical tasks and are impatient with routine details. They prefer to work quietly, without interruption, and often alone. If an organization is to use the talents of an INTP appropriately, the INTP must be given an efficient support staff who can capture ideas as they emerge and before the INTP loses interest and turns to another idea.

INTPs take their mating relationships seriously and usually are faithful and devoted--albeit preoccupied at times. They are not likely to welcome constant social activity or disorganization in the home. In all probability, the mate of an INTP will initiate and manage the social life. If left to his or her own devices, the INTP mate will retreat into the world of books and emerge only when physical needs become imperative. INTPs are, however, willing, compliant, and easy to live with, although somewhat forgetful of appointments, anniversaries, and the rituals of daily living--unless reminded. They may have difficulty expressing their emotions verbally, and the mate of an INTP may believe that he/she is somewhat taken for granted. As a parent, the INTP is devoted; they enjoy children, and are serious about their upbringing. The home of an INTP parent is usually calm, low-key in discipline, but well run and ordered.

INTPs deal with the environment primarily through intuition, and their strongest quality, the thinking function, remains relatively hidden except in close associations. Therefore, INTPs are often misunderstood, seen as difficult to know, and seldom viewed at their true level of competency. They are inclined to be reserved except when with close friends, and their reserve is difficult to penetrate. They are very adaptable until one of their principles is violated. Then INTPs are not adaptable at all! They may have difficulty in being understood by others because they tend to think in complicated fashion and want to be precise, never redundant in their communications. Because their feeling qualities may be underdeveloped, they may be insensitive to the wants and wishes of others, often quite unaware of the existence of these wants and wishes.

At midlife the INTP might do well to work on increasing awareness of emotional responses, responding to the value preferences of others, and verbalizing to others the INTP's awareness of these values. At midlife one of the tasks of the INTP is to develop an ability to play for play's sake--not to learn something or to somehow improve a skill. Working on the sensual side of his or her nature may provide a source of new pleasure and excitement.

PORTRAIT OF AN INFP

INFPs present a calm, pleasant face to the world and are seen as reticent and shy. Although they demonstrate a cool reserve toward others, inside they are anything but distant. They have a capacity for caring which is not always found in other types. They care deeply--indeed, passionately--about a few special persons or a cause. One word that captures this type is idealistic. At times, this characteristic leaves them feeling isolated, especially since INFPs are found in only 1 percent of the general population.

INFPs have a profound sense of honor derived from internal values. The INFP is the Prince or Princess of mythology, the King's Champion, Defender of the Faith, and guardian of the castle. Sir Galahad and Joan of Arc are male and female prototypes of an INFP. To understand INFPs their cause must be understood, for they are willing to make unusual sacrifices for someone or something believed in.

INFPs seek unity in their lives, unity of body and mind, emotions and intellect. They often have a subtle tragic motif running through their lives, but others seldom detect this inner minor key. The deep commitment of INFPs to the positive and the good causes the, to be alert to the negative and the evil, which can take the form of a fascination with the profane. Thus INFPs may live a paradox, drawn toward purity and unity but looking over the shoulder toward the sullied and desecrated. When INFPs believe that they have yielded to an impure temptation, they may be given to acts of self-sacrifice in atonement. The atonement, however, is within the INFP, who does not feel compelled to make public the issue.

INFPs prefer the valuing process over the purely logical. They respond to the beautiful versus the ugly, the good versus the bad, and the moral versus the immoral. Impressions are gained in a fluid, global, diffused way. Metaphors and similes come naturally but may be strained. INFPs have a gift for interpreting symbols, as well as creating them, and thus often write in lyric fashion. They may demonstrate a tendency to take deliberate liberties with logic. Unlike the NT, they see logic as something optional. INFPs also may, at times, assume an unwarranted familiarity with a domain, because their global, impressionistic way of dealing with reality may have failed to register a sufficient number of details for mastery. INFPs may have difficulty thinking in terms of a conditional framework; they see things as either real or fancied, and are impatient with the hypothetical.

At work, INFPs are adaptable, welcome new ideas and new

information, are well aware of people and their feelings, and relate well to most, albeit with some psychological distance. INFPs dislike telephone interruptions and work well alone, as well as with others. They are patient with complicated situations, but impatient with routine details. They can make errors of fact, but seldom of values. Their career choices may be toward the ministry, missionary work, college teaching, psychiatry, architecture, psychology--and away from business. They seem willing and usually are able to apply themselves scholastically to gain the necessary training for professional work, often doing better in college than in high school. They have a natural interest in scholarly activities and demonstrate, as do the other NFs, a remarkable facility for languages. Often they hear a calling to go forth into the world to help others; they seem willing to make the necessary personal sacrifices involved in responding to that call, even if it means asking others to do likewise. INFPs can make outstanding novelists and character actors, for they are able to efface their own personalities in their portrayal of a character in a way other types cannot.

As mates, INFPs have a deep commitment to their pledges. They like to live in harmony and may go to great lengths to avoid constant conflict. They are sensitive to the feelings of others and enjoy pleasing those they care for. They may find it difficult to reconcile a romantic, idealized concept of conjugal life with the realities of everyday living with another person. At times, in fact, INFPs may seem fearful of exuberant attainment, afraid that current advances may have to be paid for with later sacrifices. The devil is sure to get his due if the INFP experiences too freely of success, or beauty, or health, or wealth, or knowledge. And thus, INFPs guard against giving away to relaxing in the happiness of mating. They may have difficulty in expressing affection directly, but communicate interest and affection indirectly.

For INFPs, their home is their castle. As parents, they are fierce in protection of home and family and are devoted to the welfare of family members. They have a strong capacity for devotion, sympathy, and adaptability in their relationships, and thus are easy to live with. They are loyal to their family and, although they may dream of greener pastures, if they stray into those pastures they soon locate the nettles. The almost preconscious conviction that pleasure must be paid for with pain can cause a sense of uneasiness in the family system of an INFP, who may transmit an air of being ever-vigilant against invasion. In the routine rituals of daily living, INFPs tend to be compliant and may even prefer having decisions made on their behalf--until their value system is violated! The INFPs dig in their heels and will not budge from ideals. Life with an INFP will go gently along for long periods, until an ideal is struck and violated. Then an NFP will resist and insist.

At midlife INFPs may want to increase mastery of intellectual interests, perhaps taking advanced degrees in a chosen profession. They also may want to explore the sensual side of their natures, expanding their aesthetic appreciations to include physical sensory appreciations. Extending social activities and contacts may offer new horizons for INFPs, but they will have to guard against overextension psychologically, for before, during, and after midlife the vulnerability and sensitivity of the INFP will continue, and he or she can easily become emotionally drained.

Taken from Please Understand Me, An Essay On Temperament Styles
by David Keirsev and Marilyn Bates

PORTRAIT OF AN ESTJ

ESTJs are very much in touch with the external environment. They know their community and usually are pillars of strength. The best adjective to describe ESTJs would be responsible. They represent about 13 percent of the general population.

ESTJs are outstanding at organizing orderly procedures and in detailing rules and regulations. They like to see things done correctly. They tend to be impatient with those who do not carry out procedures with sufficient attention to those details, prescribed by those with the most experience, that will get the job done right.

ESTJs are comfortable in evaluating others and tend to judge how a person is doing in terms of standard operating procedures. They may, at times, be abrupt with those who do not follow the rules correctly. ESTJs are realistic, matter-of-fact, and more serious about new devices and processes than about new principles and theories.

ESTJs generally are loyal to their institutions, work and community and make excellent, faithful mates and parents. They see where their duty lies and are not likely to shirk the doing of that duty, even when this requires considerable sacrifice on their part. They frequently rise to positions of responsibility in their jobs, in the community, and in their religious affiliations. They very often belong to several civic clubs and support them both through steady attendance and through their spoken attitudes. ESTJs themselves are punctual and expect others to be also.

ESTJs may not always be responsive to points of view and emotions of others and may have a tendency to jump to conclusions too quickly at times. They may not always be willing to listen patiently to opposing views; they are especially vulnerable to this tendency when in positions of authority. They may need to make special effort to remain open to input from others who are dependent on them--their children, spouses, and employees.

ESTJs are so in tune with the established, time-honored institutions and ways of behaving within those institutions that they cannot understand those who might wish to abandon or radically change those institutions. They follow routines well at home and at work, tending to have a place for everything and wanting everything in its place. They are usually neat and orderly at work and at play.

They approach human relations through traditions and rituals, promoting harmony and contentment in their relationships through creating well-worked-out routines and procedures. Family

traditions have meaning for ESTJs, and they willingly participate in observing these. They enjoy opportunities to see friends, former colleagues, and relatives at functions such as retirement dinners, annual picnics, Thanksgiving gatherings, and weddings. ESTJs are relatively easy to get to know, they do not tend to confuse people by sending double messages. They are dependable and consistent, and what they seem to be is what they are.

At midlife ESTJs may find new challenge in concentrating on better understanding the emotional reaction of others. If they do not develop this sensitivity, they can become bad-tempered and highly impatient with others as they years pass. They probably have been holding a tight rein over these emotions in the service of their careers and family, now a freer expression of these emotions, especially the positive ones, might be exercised. Travel to new places should have particular appeal if the ESTJs make special effort to absorb different cultures and lifestyles.

Taken from Please Understand Me, An Essay on Temperament Styles
by David Keirsey and Marilyn Bates.

PORTRAIT OF AN ESFJ

ESFJs, the most sociable of all types are energized by interactions with people, tending to idealize whatever or whomever they admire. Harmony is a key to this type, which is represented in about 13 percent of the general population.

ESFJs are the great nurturers of established institutions such as the home, the school, the church and civic groups. Wherever they go, they promote harmony and harmonious relationships. They are outstanding hosts or hostesses, able to call people by name, usually after one introduction. At a social gathering they can be observed attending to the needs of others, trying to insure that all are comfortable and involved. Social ties matter to the ESFJs and their conversations often drift to nostalgic recounting of past memories. Traditions are developed, supported, and carefully observed by the ESFJ.

ESFJs are hurt by indifference and need to be appreciated both for themselves and for the abundance, typically in the form of services, they give to others. They are conscious of appearances and take the opinions of others regarding social standards very seriously. Values in an ESFJ may take the form of shoulds and should nots and may be freely expressed. Conscientious and orderly, ESFJs may become restless when isolated from people.

Career selection by ESFJs many lean toward service occupations. They have such outgoing personalities that they are outstanding at selling, being an invariable winner in sales contests. They are apt to have seniority in any sales group within an organization. Observation of ESFJs at work in a sales transaction will demonstrate how this type personalizes the sales. The customer is not buying the product; he or she is buying personal- from the ESFJ. The same characteristic causes ESFJs to be good in teaching, preaching, supervision, administration, coaching, and, in general, people-to-people jobs. They seldom become a source of irritation to their superiors, for they respect and obey the rules and regulations, are duty-and-service-oriented. They are loyal to their bosses. ESFJs are likely to enjoy discussing events and problems in the lives of their colleagues; but when conversations turn to abstractions of philosophy or science, the ESFJ may become restive. Analysis of the complex-- for example, an attempt to find an explanation of events through the analysis of principles--does not excite their interest, as it does the NTs.

ESFJ mates have a set of values which contain clean shoulds and should-nots, and they expect their family to abide by these. They are conscientious about home responsibilities, are orderly about the home, and prefer that other occupants be the same. They enjoy socializing and entertaining. ESFJs want family

decisions settled efficiently and quickly and want family living routinized, scheduled, and correctly executed. They do not rebel against routine operations, are devoted to the traditional values of home and hearth, respect their marriage vows, and are the most sympathetic of all types. They tend to be dependent on their mates and may marry to insure that they have a proper place in the social strata. They enjoy the rituals connected with serving of good food and beverages, thrive on festive occasions, respect and accumulate a goodly store of material possessions. They take their role in the community seriously and are sensitive to the acknowledged official decision-makers and identify with them. They are aware of status, and often depend on higher authority as the source of opinions and attitudes.

ESFJs wear their hearts on their sleeves and are outgoing in their emotional reactions. They need to be needed, loved, and appreciated and may spend much energy reassuring themselves this is the case. They can become melancholy and depressed and even suicidal. If they take the blame for whatever might be wrong in their institution or their personal relationships--as they are prone to do.

ESFJs usually respect and revere their parents, and as children were responsive and obedient pupils. They seem able to express the right feeling for a given situation. They are soft-hearted, sentimental, and usually observe with gusto and a flourish birthdays, anniversaries, and the like, making of the event a delightful, important occasion. At the same time, however, ESFJs can cause others undue tension by expressing anticipations of gloom and doom, exhibiting a bent toward the pessimistic that can be contagious. They need to control their fears that the worst is sure to happen and suppress their tendency toward crepe-hanging and anticipating disasters.

The children of an ESFJ are seen as an extension of the family and all they reflect on the ESFJ. If things do not go well, the ESFJ may be critical, even carping toward his or her mate and children. This type may marry alcoholics or others who are particularly needy. If a female ESFJ is married to a mate who is not a good provider, she can become nagging and brood over a comparison of her possessions and status with that of others. ESFJs, male or female, live in terms of people and things rather than in terms of ideas and principles. They enjoy the process of decision-making, particularly when focus is on the usefulness of things and people.

At midlife ESFJs may want to get involved in activities that spark their imagination and creativity, for example, work with art media. They should find it useful to sort out priorities in their values and force themselves to give more attention to their own wishes and needs. They could begin to practice the art of

being kind to oneself and each day attempt to do at least one self-indulgent deed. Travel should be something ESFJs particularly enjoy. At midlife they should allocate time to this activity. Also, the reading of "serious" technical books in a professional field might interest and expand the horizons of ESFJs at this time of life. Planning for retirement so that a sufficient number of interpersonal activities are available is vital for the ESFJ, who would very quickly become bored and restless if cut off from contact with a variety of people.

Take from Please Understand Me, An Essay on Temperament Styles by David Keirse and Marilyn Bates.

PORTRAIT OF AN ENTJ

If one word were used to capture ENTJ's style, it would be commandant. The basic driving force and need of ENTJs is to lead, and from an early age they can be observed taking over groups. This type is found in approximately 5 percent of the total population. ENTJs have a strong urge to give structure wherever they are-to harness people to distant goals. Their empirical, objective, and extraverted thinking may be highly developed; if this is the case, they use classification, generalization, summarization, adduction of evidence, and demonstration with ease. They resemble ESTJs in their tendency to establish plans for a task, enterprise, or organization, but ENTJs search more for policy and goals than for regulations and procedures. An ENTJ's introverted thinking (analysis and conservation) may be less well developed than the extraverted thinking processes, and the ENTJ leader may turn to an ENTP or INTJ to provide this kind of input. ENTJs are similar to INTJs except that the former places greater trust in empirical thought than in intuition; it is the ENTJ's own intuitive sense of coherence, however, that augments and supports their empirical thinking.

Although ENTJs are tolerant of established procedures, they can abandon any procedure when it can be shown to be indifferent to the goal it seemingly serves. Inefficiency is especially rejected by ENTJs, and repetition of error causes them to become impatient. For the ENTJ, there must always be a reason for doing anything, and people's feelings usually are not sufficient reason. When in charge of an organization, ENTJs more than any other type desire (and generally have the ability) to visualize where the organization is going and seem able to communicate that vision to others. They are the natural organization builders, and they cannot not lead. They find themselves in command and sometimes are mystified as to how this happened. As administrators, ENTJs organize their units into a smooth-functioning system, planning in advance, keeping both short-term and effectiveness in personnel. They prefer decisions to be based on impersonal data, want to work from well-thought-out plans, and like to use engineered operations-- and they prefer that others follow suit. ENTJs will support the policy of the organization and will expect others to do so.

ENTJs will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of work. They will be able to reduce inefficiency, ineffectiveness, and aimless confusion, being willing to dismiss employees who perpetuate such behaviors. ENTJs tend to work in organizational structures of some sort, tend to be in charge administratively.

and rise to top levels of responsibility, whether in the military, business, education, or government.

ENTJs take charge of the home. When an ENTJ is present, there will be little doubt as to who is in command. Because their work is so important to them, however, they can become increasingly absent, especially if male. Male or female, ENTJs expect a great deal of their mates, who need to possess a strong personality of their own, a well-developed autonomy, many and varied interests, and a healthy self-esteem. A career wife, however, may not be appealing to an ENTJ male, who is apt to view his home and family as a part of his professional background, a resource, and adjunct to his own career development.

As a parent, an ENTJ will be thoroughly in charge, and the children will know what is expected of them--and will be expected to obey. When this does not occur, an ENTJ parent is not apt to make a scene; rather, there is more likely to be a low-key, firm issuance of reprimand and a taking-for-granted of immediate obedience. While both mating and parenting are roles of importance to the ENTJ, they are to some degree preempted by the ENTJ's strong career interest. The romantic dream and the quest for the ideal mate is usually not a characteristic of this type.

ENTJs generally do, however, expect a home to be attractive, well-ordered, with meals served punctually and maintenance accomplished on schedule--all these in the service of the larger goal of creating a family system where children can be reared to be productive and healthy and establishing a devoted, harmonious relationship between man and woman. An ENTJ male might expect his mate to be active in civic and community affairs, to be socially sophisticated, and as well-educated as he. The ENTJ female may find it difficult to select a mate who is not overwhelmed by her strong personality and will.

At midlife the ENTJ's tendency to be somewhat unaware of the feelings of others, including those close, may be an area that could be given attention. But perhaps the most important midlife task of the ENTJ is to begin to allocate time and energy to pursuits which are not work-connected and to begin to develop a larger repertoire of play skills. Putting off vacations, travel, hobbies, and family should be avoided.

PORTRAIT OF AN ENTP

ENTPs wish to exercise their ingenuity in the world of people and things. Found in about five out of very hundred people, ENTPs extravert intuition; thus they deal imaginatively with social relationships as well as physical and mechanical relations. They are very alert to what is apt to occur next, and always sensitive to possibilities.

ENTPs are good at analysis, especially functional analysis, and have both a tolerance for and enjoyment of the complex. Usually enthusiastic, ENTPs are apt to express interest in everything, and thus are a source of inspiration to others, who find themselves caught by the ENTP's enthusiasm. This type is delighted over many things and so is easy to please, often showing the effervescence of their NF counterpart, the ENFP. The ENTP is the most reluctant of all the types to do things in a particular manner just because that is the way things always have been done. They characteristically have an eye out for a better way, always on the lookout for new projects, new activities, new procedures.

ENTPs are confident in the value of their pursuits and display a charming capacity to ignore the standard, the traditional, and the authoritative. As a result of this open attitude, they often bring a fresh, new approach to their work and their lives. The ENTP is a keen judge of the pragmatics of both the social and the mechanical, and may become expert at directing relationships between means and ends.

Where the introverted NTP sees design as an end in itself, the extraverted NTP sees design as a means; the end is the invention that works, the prototype that is replicable. Ideas are valuable when and only when they make possible actions and objects. "It can't be done" is a challenge to an ENTP and elicits a reaction of "I can do it." They are not, however, the movers of mountains as are the INTJs. Rather, the faith of the ENTPs is in their ability to improvise something, and they display an unusual talent for rising to the expediency of a situation. Superficially, ENTPs resemble ESTPs in their derring-do. But the focus of the ENTP is on competency and the sense of power this gives, rather than on the feeling of freedom of action experienced by the ESTP.

ENTPs can be fascinating conversationalists, able as they are to follow the complex verbalizations of others. They may deliberately employ debate tactics to the disadvantage of their opponents, even when the "opponents" are close associates and valued friends. ENTPs are the most able of all types to maintain a on-up position with others. They value adaptability and innovation and thus respond quickly and adeptly to another's

shifting position. They may even be several jumps ahead. The ENTP, talkative and motivating, is often the life of an enterprise. The ENTP can be an entrepreneur and cleverly makes do with whatever or whoever is at hand, counting on ingenuity to solve problems as they arise, rather than carefully generating a detailed blueprint in advance. A rough draft is all that an ENTP needs to feel confident and ready to proceed into action, counting on the ability to improvise as a situation develops. Because of this tendency to depend on ingenuity and improvisation, they may neglect very necessary preparation at times. After repeated failures in situations where improvising has met with defeat, the ENTP may develop ways of avoiding such situations as a substitute to thorough preparation.

ENTPs can succeed in a variety of occupations, as long as the job does not involve too much humdrum routine. At this point, they become restless. If a project in which they are engaged is no longer challenging, they tend to lose interest in that project and fail to follow through--often to the discomfort of colleagues.

Seldom are ENTPs conformists. ENTPs enjoy outwitting the system, use rules and regulations within the system to win the game--over it may be. They understand well the politics of institutions and deal with these realities very well, always aiming to understand the people within the system rather than to judge them. ENTPs are good at innovative projects and can administer them well if dull routine is not involved. They usually are outstanding teachers, continuously devising new participative ways to make learning exciting for the students. As an employee, an ENTP may work against the system just for the joy of being one-up. For ENTPs, to be taken-in, to be manipulated by another, is humiliating; this offends their joy in being masters of the art of oneupmanship. ENTPs are the natural engineers of human relationships and human systems. Their good humor and optimistic outlook tend to be contagious, and people seek out their company.

As mates, ENTPs tend to create a lively living environment. They are gregarious, laugh easily and often, and are typically in good humor. Orderliness in the routines of daily living is not apt to inspire them; they usually solve this problem by mobilizing those around them. Tom Sawyer illustrated this talent when he solved the problem of getting his Aunt Polly's fence whitewashed. Life with ENTPs is likely to be a daring adventure; they can lead families into physical and economic dangers. ENTPs improvise to remain unaware that they do not have the necessary knowledge of the situation to ward off such dangers.

If the mate of an ENTP is not competitive, he or she is likely to find the one-up/one-down transactions somewhat wearing. If the mate is competitive, the result might be conflict. Although

usually good providers of economic necessities, ENTPs at times engage in brinkmanship with their careers, placing them in jeopardy and behaving as if unaware of the consequences; they may thus offer unnecessary challenges to those who have power over their professional success. When challenges elicit negative responses from superiors, ENTPs are apt to react with delight at having an opportunity to improvise a solution to the crisis--and, more often than not, they succeed in doing so.

ENTPs are likely to have all sorts of hobbies and to be experts in unexpected areas, but they are not apt to share these hobbies, with their mates or children in the sense of teaching them. In fact, ENTPs may be very inconsistent in the attention given to offspring. Usually, it is feast or famine. ENTPs have a lively circle of friends and are interested in their ideas and activities. They are usually easy-going, seldom critical or nagging. At their worst, they can show undependable, fickle characteristics and may be rather easily discouraged.

At midlife ENTPs can allow their tendency to experiment recklessly to get out of hand and may destroy or discard the work of half a lifetime, both in personal relationships and in careers. Energy spent in sorting out priorities and values may be a good investment at this time. Developing an increased awareness of emotional reactions and expanding the intensity and range of these through self-development work may be something ENTPs might want to consider at midlife. An increased repertoire of introverted-type activities; for example, gardening, painting, or reading may be a source of pleasure to ENTPs.

Taken from Please Understand Me. An Essay On Temperament Styles
by David Keirsey and Marilyn Bates

PORTRAIT OF AN ESTP

ESTPs are men and women of action. When someone of this personality is present, things begin to happen. The lights come on, the music plays, the game begins. And a game it is for the ESTP, the outstanding entrepreneur, the international diplomat, the conciliator, and the negotiator par excellence. Approximately 13 percent of the general population are of this extraverted, sensing, thinking, perceiving type, and if only one adjective could be used to describe ESTPs, resourceful would be an apt choice.

Life is never dull around ESTPs. Their attractive, friendly style has a theatrical flourish which makes even the most routine, mundane event seem exciting. ESTPs usually know the location of the best restaurants, and headwaiters are likely to call them by name. ESTPs are socially sophisticated, suave, and urbane and are master manipulators of the external environment.

ESTPs are uncanny at observing people's motivations, somehow hypersensitive to minimal nonverbal cues which other types might miss. And they are masters at using these observations to "sell" the "client". Their eye of the ESTP is ever on the eye of the beholder, and all actions are directed toward this audience. Witty, clever, and fun, ESTPs 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. And ESTPs can use information gained to the ends they have in mind--apparently with nerves of steel, engaging in what seems to others to be suicidal brinkmanship. Other types may find this exhausting, but ESTPs are exhilarated by working close to the edge of disaster. ESTPs are ruthless pragmatists and often offer the ends as justification for whatever means they see as necessary--regrettable, perhaps, but necessary. Usually, however, ESTPs do not care to justify actions, but prefer instead to get on to the next action.

ESTPs 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! They can sell an idea or project in a way no other type can, but won't follow through on the tedious administrative details of a project. This characteristic often causes ESTPs to be unappreciated for the extraordinary talents they have, for people lose sight of the idea contributed and focus on the details left undone, becoming critical of ESTPs' weaknesses rather than appreciating their strength. Few enterprises which are institutionally based use ESTPs as they should be used. When they strike out on their own, however, they do not always succeed, for their unwillingness to

bother with follow-up details may cause an otherwise excellent project to fail. ESTPs need to be sure they have someone who will take care of follow-up if at all possible.

If the promotional, entrepreneurial capabilities of ESTPs are used to constructive ends, an institution is fortunate for their presence. If their desire for excitement is not met constructively, however, these energies may be channeled into destructive, antisocial activities such as those of the confidence rackets--counterfeiting, bad-check artistry, safe-cracking, and swindling. A movie of the early 1970's which caught this use of the ESTP's talents was *The Sting*.

ESTPs live in the immediate moment and as mates lend excitement--and unpredictability--to the relationship. The ESTP mate is usually extremely attentive in public and smooth in social rituals. They carry on amusing repartee, and laughter surrounds them as they recount from their endless supply of clever jokes and stories. Charm radiates from ESTPs. Nothing is too good for their friends, although family responsibilities may, at times be given second priority. They ESTP's mate may in time come to feel like an object--the female a chattel and the male a negotiable commodity. Deep commitments do not always occur in the lives of ESTPs, although they are always popular and know many, many people by name. Relationships usually are conditional, and the condition is the consideration of what the ESTP has to gain from the relationship. Anything gained, however, is shared freely and generously with the mate. The unexpected gift, the impulsive trip to Paris, the extravagant surprise at Christmas--all these an ESTP brings to a mate. Fun, excitement, laughter, and that element of unpredictability are characteristic of their relationship. The ESTPs are usually somewhat of a mystery to their mates and to others. Few people comprehend this unique personality. ESTPs themselves understand well the maximum, "He who travels fastest, travels alone." Still, ESTPs are not likely to be lonely for long. ESTPs 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 courting Lady Luck in one fashion or another. A theme of seeking excitement through taking of risks runs through the lives of ESTPs.

At midlife ESTPs may want to work at consolidation of resources--emotional and economic. Long-term planning on the part of ESTPs may well destroy the essence of their strength--the impulse--but ESTP may want rationally and logically to seek out a partner who will follow through on details, who will stabilize projects undertaken, and who will conserve the ESTP energies. ESTPs may want to work at developing a few, deep relationships even though these cause an ESTP entrepreneurial restrictions.

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PORTRAIT OF AN ESFP

ESFPs radiate attractive warmth and optimism. Smooth, witty, charming, clever, voluble, and open to the environment--this describes ESFPs who, like ESTPs, represent about 13 percent of the general population. They are great fun to be with and are the most generous of all the types. Performer would be the word which best describes an ESFP.

ESFPs will avoid being alone and seek the company of others whenever possible. ESFPs easily find company, for others are usually highly entertained by the presence of an ESFP. ESFPs love excitement and create it wherever they are. Their job of living is contagious and generally they wear happy faces. Often outstanding conversationalists, their flowing banter is amusing in its wit. ESFPs have an air of sophistication and are likely to be dressed in the latest fashion, displaying an enjoyment of the good things of life; dress, food, physical comfort, and happy times. ESFPs create a mood of "eat, drink, and be merry" wherever they go, and around them life can have a continual party-like atmosphere of gaiety.

ESFPs make exciting, if somewhat unpredictable mates, which may give quieter type mates some anxiety and tension from living on the edge of adventure. The home of ESFP is likely to be filled with people all having a good time. Problems will not be allowed to make their appearance. The ESFP accomplishes this by taking an attitude of "walking by the graveyard whistling," refusing to recognize doom and gloom.

ESFPs can be generous to a fault. What is theirs is yours, and what is yours is yours still. They give assistance to one and all without expecting something in return. ESFPs seem to view life as an eternal cornucopia from which flows an endless supply of pleasures that require no effort on their part to insure.

ESFPs' talent for enjoying life can make them more subject to temptations than are other types. They are inclined to be impulsive, and thus both male and female ESFPs are vulnerable to psychological seduction, if not physical seduction, with an ESFP giving in easily and agreeably to the demands of others. As a parent, the ESFP will be entertaining, a friend, and a source of fun and excitement. When there is sickness, or trouble, however, ESFPs may become impatient and may want to absent themselves.

ESFPs' tolerance for anxiety is the lowest of all the types. Anxiety is avoided by ignoring the dark side of a situation as long as possible. They are inclined to be somewhat self-indulgent, but, rather than make an outward show of resistance or make waves, ESFPs will give apparent compliance--and then go their own

way to what they enjoy.

ESFPs prefer active jobs and should not be given lonely, solitary assignments. Outstanding in public relations, they love working with people. Decisions are made with personal warmth, based on personal reference or reference to significant others. This type relies heavily on their personal experiences and generally show good common sense.

The gregarious sociability and adaptability of ESFPs make them a source of warmth to others. They do not mind telephone or personal interruptions and are verbally facile in both situations. They can be counted on to have accurate data about the people around them, gaining these data through effortless and continuous observations.

ESFPs are not deeply interested in scholastic pursuits, wanting knowledge only for immediate utility. They avoid science and engineering, gravitate toward business, and are adept at selling, particularly selling tangibles. They can be effective in education, especially elementary school teaching, and can enjoy nursing for its drama. They are good at working with people in crisis, a facility which often leads ESFPs into social work. They also enjoy entertaining people and are thus drawn to the performing arts, thriving on the excitement of being in the limelight.

At midlife ESFPs might want to look to building deeper commitments to fewer people and begin setting stable, long-term goals. ESFPs may, by midlife, begin to feel that they are used as a source of funds to others, but are not cared for themselves. This can build resentments. They may want to work at building one or two deep relationships where they are able to show their fears, their sadness, and their anxieties about the future--and still find that they are accepted and loved. They may want to increase their enjoyment of solitude and their repertoire of solitary activities. Extending their reading to "serious" literature of technical works might be one way of doing this.

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PORTRAIT OF AN ENFJ

ENFJs are outstanding leaders of groups, both task groups and growth groups. They have the charming characteristic of seeming to take for granted that they will be followed, never doubting that people will want to do what they suggest. And, more often than not, people do, because this type has unusual charisma. ENFJs place a high value on cooperation from others and are most willing to cooperate themselves.

Found in only about 5 percent of the general population, ENFJs place people as being of highest importance and priority. As a result, ENFJs may find themselves feeling responsible for the feelings of others to an extent which places a burden on the relationship. An ENFJ communicates caring, concern, and a willingness to become involved. Thus people turn to ENFJs for nurture and support, which an ENFJ is usually able to deliver. At times, however, these kinds of demands can overwhelm ENFJs, who find at this point that they lack the skills to dissociate. ENFJs do not seem able to turn away from these demands even when they become unreasonable. Or, if forced to let go of the burden through sheer unavailability of time or energy, ENFJs experience a guilt all out of proportion to the realities of the commitment made to the relationship.

ENFJs are especially vulnerable to idealizing interpersonal relationships, raising these relationships to a plane which seldom can sustain the realities of human nature. Because of this tendency to raise interpersonal relations to the ideal, they may unwittingly overpower their friends, who believe that they cannot possibly live up to an ENFJ's perception of them. The fact is, ENFJs are extraordinarily tolerant of others, seldom critical, and always trustworthy.

ENFJs take communication for granted and believe that they are understood and that their communications are accepted. Just as they themselves are accepting, so do they assume that others are the same. When ENFJs find that their position or beliefs were not comprehended or accepted, they are surprised, puzzled, and sometimes hurt. Fortunately, this does not happen with high frequency, as ENFJs have a remarkable fluency with language, especially in speech; they are particularly adept when communicating face-to-face as opposed to communicating in writing. They are influential, therefore, in groups, having no hesitation about speaking out, no matter how large or small the group may be.

ENFJs have an unusual ability to relate to others with empathy, taking into themselves the characteristics, emotions, and beliefs of others. This can pose a danger for ENFJs, because they can unconsciously over-identify with others and pick up their burdens as if they were their own. In the process, ENFJs may risk their

own sense of identity. They have a natural ability to mimic because of this highly developed ability to empathize by introjection. They are likely to be very concerned about the problems of those close to them, but they also may be as deeply involved in the problems of those not so close and may find themselves over-extended emotionally.

ENFJs would do well to follow their hunches, for their intuition tends to be well developed. Decisions made purely on the basis of logic may not be so sound, and checking with a person who has a strong T preference might be at times advisable for the ENFJ. In the framework of values, however, the ENFJ is on certain ground. Generally, they know what they prefer and can read other people with outstanding accuracy. Seldom is an ENFJ wrong about the motivations or intent of another, hidden or not.

ENFJs are socially adept and make excellent companions and mates. They also are deeply devoted to their children, yet tend not to be domineering to either the children or a mate. In fact, the ENFJ is so even-tempered that he or she can be victimized by a mate who might have become more and more demanding.

ENFJ mates always try to please and feel personally responsible when home life does not go smoothly. They are tireless in their efforts to see that it does, providing generously from available income, time and energy. This dedication often exists, however, side by side with an ENFJ's dream of the perfect relationship--a characteristic of all NFs, but one which is particularly strong in an ENFJ. Thus an ENFJ has that longing for the ideal that results in a vague dissatisfaction with whatever is in the way of relationships, mating as well as friendship.

This longing for the perfect carries over into the careers of ENFJs, who experience some degree of restlessness whatever their jobs. And, as with ENFPs, ENFJs have a wide range of occupations which offer success. Being verbally adept, ENFJs contribute to an unusual level when dealing with people, particularly face-to-face; the media, the ministry, and the stage and screen are populated with successful ENFJs. They make superior therapists, charismatic teachers, excellent executives, and personalized salespersons. Areas that would not permit utilization of the interactional talents of ENFJs, for example, accounting, should be avoided; otherwise, almost any people-to-people occupation where personal, sustained contact is involved capitalizes on the personality of an ENFJ.

ENFJs like to have things settled and organized. They prefer to plan both work and social engagements ahead and tend to be absolutely reliable in honoring these commitments. ENFJs are

very much at home in complex situations which require the juggling of much data. At the same time, they can handle people with charm and concern. ENFJs are usually popular wherever they are. Their ability to be comfortable either leading or following makes them easy to have around, whatever the situation. A well-developed ENFJ group leader can provide, almost endlessly, activities for groups to engage in with almost no preplanning and can find adequate roles for members of the group to play. In some, this can amount to genius which other types find hard to emulate. In this ability to organize without planning there is a certain similarity to an ESFJ, but the latter acts more as a master of ceremonies than as a leader of groups. The ESFJ is more of a recreational leader, who insures that each member has fun at a party and that the right things are expressed at social occasions, especially institutional social occasions such as weddings, funerals, parties, and the like. ENFJs, just like the ESFJs, value harmonious human relations above all else; but ENFJs are not so easily crushed by indifference as are ESFJs and are more independent of others' valuations.

At midlife, ENFJs might want to expand their capabilities toward introverted activities such as reading, gardening, painting. They also may want to increase their sensitivity to classical music, subtleties of fine foods and beverages, beginning to develop every-increasing discriminations of fineness among fine things. Already likely to be a gourmet, an ENFJ might become a connoisseur art collector, for example, or an expert of medieval tapestries. Also, the development further of intellectual capabilities might interest ENFJs at midlife, perhaps taking the direction of formal study. ENFJs have the ability to appreciate both people and nature, and more time spent in travel might be gratifying, particularly if this was used as an opportunity to collect works of art.

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PORTRAIT OF AN ENFP

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 in only about 5 percent 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 intent is usually communicated nonverbally to others, who find this characteristic attractive. ENFPs, however, find their own efforts of authenticity and spontaneity always lacking, and tend to heap coals of fire on themselves, always berating 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 external 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 and actions. This interpretation tends to be negative and, more often than not, inaccurately negative. In the process, an ENFP may find that he or she has introduced an unnecessary, toxic element into the relationship. 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 hyperalert, 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. They are typically enthusiastic, and this is contagious. 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--when also is not apt to be there.

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--an expectancy which, at times, weight rather heavily on an ENFP.

ENFPs are characteristically 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 have difficulty picking up on ideas and projects initiated by others. They must make these ideas and projects their own if ENFPs are to lend their energy and interest. Once people or projects become routine, ENFPs are likely to lose interest; what might be is always more fascinating than what is. ENFPs make extensive use of their intuitive powers. 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 interpretative 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, institutional procedures and policies are targets to be challenged and bent by the will of an ENFP. Colleagues and superiors sometimes find themselves in the position of having to accommodate and salvage. At times, ENFPs demonstrate impatience with others; they may get into difficulty in an organization by siding with its detractors, who find in an ENFP a sympathetic ear and a natural rescuer. 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 routines 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 ENFP's mate are not ordinarily welcomed, and the mate may find him or herself in an embarrassing situation of having to return purchases. ENFPs generally are the ones in charge of the home, and a conflict-free home is desired, almost demanded. When he or she is in charge of economic resources, the ENFP's home may contain extravagant luxuries, while necessities may be missing. They are not always interested in saving for the future and may be casual in giving consideration to such things as life insurance, savings accounts, and even a ready cash supply for mate and children.

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 the dramatic.

At midlife ENFPs may need to give particular attention to their physical health, concentrating perhaps on developing resources to release muscular tensions. Body awareness and relaxation exercises may deserve investment of energies; work with various art media such as oils, clay, and building materials may be pleasurable. They need also to discipline themselves against beginning too many projects and making commitments to too many people. They should more fully enjoy relationships and opportunities that already exist, even at the expense of neglecting new ones. ENFPs certainly need to relax, to decrease the number of hours invested in work, and to turn to recreational activities--travel, visual entertainment, and physically relaxing activities.

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