

Remember this is just characteristics of a type – everyone is unique and not a clone

## 1. ISTJ 16%\*

**'Always dependable but stop working so hard'**

*Thoughtful, responsible, perfectionists who like to be in charge of their own affairs.*

**Overriding need** To make sense of things and be efficient

**Seen by others** as ultra- reliable but difficult to really know, well-mannered and controlling; sometimes too perfect

**Sees self** as a person never off duty; a fair person, that others may think dull.

**Works best** with similar well organised people who put the same amount of effort into getting things right first time

**Works less well** with people who challenge their opinions, take things too personal, over familiar, woolly or disorganised

**As a team member** guards the team's standards and performance; works hard and cannot settle for a 'slapdash job.'

**Leads by** being thorough. Preserves and builds good systems. Likes to make people accountable and watches out for 'bad practise.' Good at administering discipline and bringing individuals to heel. Doesn't let tact get in the way of truth

**Ideal organisation** would be hierarchical and established with proper traditions and MBTI Prayer, clear reporting structures and sensible rules. It also rewarded loyalty, hard work and long service

**Ideal boss** would be someone who gives a clear lead on direction and then provides hands- off support.

**In relationships** has difficulties with some social rituals; a strong need for privacy means they are hard to fully understand, but they are very loyal once allegiance is given, prize good manners; generous and dependable. Bottles up emotions but may let go sometimes angrily

**Makes mistakes** when over reliant on just facts and what was done and must be

preserved from the past, may miss the bigger picture or dismiss people's feelings as of lesser importance

**Decides** easily on the basis of tangible evidence thoughtfully and impersonally considered.

**Thinks** rationally and steadily, like a computer programme, seeking evidence of hard facts; able to spot inconsistency immediately; not persuaded by emotion

**Communicates** meticulously; well prepared and carefully structured, may be inclined to tell rather than to consult and to write rather than speak face to face

**Irritated** by inefficiency and sloppiness; people who don't pull their weight; being contradicted by junior people

**Irritates others by** conveying that they are always right; getting pernickety about rules; over supervising; seeming pedantic

**As a parent** conscientious and dedicated; takes the role seriously and prepared to put in long hours to do so; likes to keep family traditions alive

**Relaxation** takes it purposefully, planning it in the same way as every other part of life, finds it hard to be spontaneous

**Under Stress** gets touchy and vulnerable; checks and rechecks finding it hard to let go, creates negative fantasies about the future; gives way to uncharacteristic recklessness

### Can become more effective:

- Look for the 'big picture' more
- Value intuitive hunches more
- Interrogate people less
- Enjoy being silly occasionally
- Pick out positives first before negatives in discussions
- Communicate your feelings more
- Learn to live with ambiguity

### MBTI Prayer

Help me relax my focus on insignificant detail, even though any of them may cause significant problems later. Begin this tomorrow at 08.31:04 am.

## 2. ISFJ 3.9%\*

### 'Loyal Friend, but stop worrying about everyone!'

*The cordial, patient and modest style of ISFJs is fuelled by their strong wish to be nice to and help others.*

**Overriding need** to be needed and be of service to others

**Seen by others** as reliable, charming, observant, helpful; too modest; serious

**Sees self** as an patient resource for people who are often exasperating

**Works best** in stable situations when has time to plan and constant personal encouragement

**Works least well in** a fast moving, environments where good manners may suffer and robust conflict and criticism is deemed acceptable

**As team member** contributes quiet insights; builds consensus; models respect for the others and rules; seeks ways to use peoples talents wisely; organises details others neglect; sees promises are met.

**Leads** once has overcomes discomfort with leadership by a quiet and cautious approach; emphasising excellence on detail and teamwork. Sets clear targets, only asking people to do what he or she is willing to do; bad at delegated; may hate implementing unpopular decisions

**Ideal organisation** emphasises value of quality service to staff and customers alike; values its traditions, is a respecter of status and sensible rules.

**Ideal boss** returns liking and respect; gives clear remit; personal support and has steady values base; personally well organised.

**In relationship** offers willing service, sustaining loyalty and love to an inner circle of friends and family; shows devotion through small personal touches; unflinching

observant about others. May want to avoid conflict at all costs, bottling up own feelings and continuing unsatisfactory relationships for too long.

**Makes mistakes** when unable to say 'no' or ask for what he or she really wants.

**Decides** carefully on a basis of known facts as they affect people; likes to take things step by step; adverse to taking risks may sometimes over categorise.

**Thinks best** when not hassled and can consider things on paper; prefers to work from the known to the known – may find it hard to take a detached overview

**Communicates** best with small numbers, listens with full attention. Believes in regular, MBTI Prayerly meetings. Prepares painfully to speak in public with quiet sincerity and charm

**Irritated by rude** people who seem to challenge just for the sake of it; that are late, noisy, show offs, don't prepare well and are sloppy

**Irritates by** saying 'yes' and then conveying resentment. Being over modest; complaining behind peoples back's; being over concerned with authority

**As a parent the** family is the centre of their lives; tries to bring up their children to be 'nice.' May get taken for granted and feel like 'treated like a doormat'

**Relaxation** can only relax when work is finished. Leisure may become filled with organising onerous community and family duties.

**Under stress** feels victimised, grumbles, bears grudges and becomes mentally exhausted, cold, snappy and inflexible; sees a future full of failure; feels sucked helplessly into a vortex of dread

### Can become more effective:

- Say no and delegate more
- Being less modest
- Engage in constructive criticism
- Be less modest
- Go with the flow on occasions
- Have fun and don't feel guilty

*Remember this is just characteristics of a type – everyone is unique and not a clone*

### **MBTI Prayer**

Please help me be more laid back and help me also to do that EXACTLY right.

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### 3. INFJ 1.6%\*

**‘Defend the Innocent’ but stop staring off into space!**

*Sensitive, patient, insightful people who think broadly and creatively. Their desire to ‘champion the oppressed’ and seek privacy may cause difficulty for them.*

**Overriding Need** to understand the complexity of people and life

**Seen by others** somebody rarely fooled, patient, creative, committed, stubborn, dreamy and mysterious.

**Works best** when can contribute decisively to overall decisions that will affect people in important ways in their lives.

**Works least well** when there are clashes between spoken values and actual behaviour; when freedom is curtailed to act as she or he believes is right; when forced to concentrate on impersonal detail and practical tasks.

**As a team member** sees and points out the big picture; committed to group aims, contributes skills which build bridges between factions to get things done.

**Leads by** looking to build consensus through patient one to one influencing; persistent in working towards an ideal; may ignore practical detail; generous with praise but slow to recognise problem performers.

**Ideal Organisation** is ambitious to improve society; dedicated to those impoverished educationally; spiritually or materially; invests in personal growth for staff.

**Ideal boss** provides strong leadership and total trust towards shared ideal, unconditionally admired for both human qualities and professional achievement; supports people wholeheartedly through difficulties.

**In relationships** cuts through trivia to the inner person. Craves and gives uncritical devotion and then may suffer disillusionment; wanting to have own way but also wanting to be liked may lead to

surprising stubbornness; may resort to convoluted tactics to avoid conflict.

**Makes mistakes** when has to deal with practicalities at the expense of time spent on creating a vision.

**Decides** through private pondering, often seeking and find unconventional solutions; makes up mind quickly; but then may worry endlessly.

**Thinks** deeply and in the process can become detached from others; loves new ideas which offer explanations for glorious human complexity.

**Communicates** fluently and thoughtfully; but may feel reluctant to speak in public; however, can present oneself with sincerity and naturalness. Careful listener

**Irritates by** apologising unnecessarily; getting sloppy over detail; getting over emotional; going off at unrealistic tangents; using over complex language.

**As a parent** delivers high quality of love within a framework of understanding and order and looks for creative solutions to maintaining a work/home balance.

**Relaxation** enjoys time with an inner circle of friends, likes solitary, gentle leisure activities.

**Under stress** insists on taking criticism personally; becomes physically careless and accident prone; blurts out feelings unwisely; succumbs to eating disorders or substance misuse; obsesses over unimportant detail; suffers loss of self esteem focusing on appearance.

**Can become more effective:**

- Be more pragmatic at times
- Go off at a tangent less
- Giving critical feedback sooner
- Accept criticism more objectively
- Avoid apologising too soon
- Discuss your ideas more widely
- Be more realistic about life

**MBTI Prayer**

Please help me not to be so perfectionistic (*Did I spell that correctly*)

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## 4. INTJ 8%\*

***'Innovate, but stop being so stubborn!'***

*A difficult to know, seemingly detached person; who seems restless and committed characterise the INTJ.*

**Overriding need** Independence and perfection in those things which interest me

**Seen by others** as very calm, unflappable and self reliant to a point of being intimidating

**See self** as somebody who must keep on improving knows what they know and knows what they don't know

**Works best** with other capable people who believe your only's good as your last job – game'

**Works least well** with people who need to always stick to the rules and look after every minute detail

**As team member** contributes answers to problems, awareness of the deadline; waste of time and resources

**Leads by** creating a team that is future orientated – challenges; values excellence; patient coaching of people; tough when required that may ignore practicalities and seem demanding and critical

**Ideal organisation** a flat hierarchy where you can challenge the present ways of doing things; a place that invests in people

**Ideal boss** another person who they deem competent and gives complete trust and autonomy

**In relationships** prefers long standing circle of friends; loyal; discreet, tolerant; may find intimacy challenging; lacks self confidence seen in others aspects of life; keeping others at a distance without meaning to; may sometimes rush into relationships

**Makes mistakes** when pays too little attention to developing and sticking to core values

**Decides** on the basis on what seems fair overall; decides sometimes too quickly, without all the facts being known. Willing to back track and reassess

**Thinks** broadly with a view of the big picture and seeking new ideas that will lessen the complexity and chaos and result in simply and elegant solutions

**Communicates** sparingly, coolly at a distance, eg in writing; may regard communication as just a task to be learned and nothing more

**Irritated by** people who pry too much into their private world; lack of commitment and imagination from others, too much supervision

**Irritates others by** been too demanding, too task focused and taking too many things for granted

**As a parent** is committed, dutiful and concerned to release and not waste the child's full potential

**Relaxation** relaxes with difficulty, may tend to take on self development pursuits (learn something new) that are harder work than pleasurable

**Under stress** gets obsessed with detail; becomes snappy and critical, cleans and tidies for no good reason; gets carried away with 'living free and wild' then feels guilty

### **Can become more effective:**

- Praise more – criticise less
- Engage and enjoy small talk
- Go with the flow more
- Accept others need for detail
- Reveal your feeling to others
- Take up some genuine 'leisure activity
- Smile more – frown less
- Ask for help sooner
- Consult and enquire more

### **MBTI Prayer:**

Please help me keep open to others ideas, WRONG though they may be

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## 5. ISTP 5.2%\*

### 'Improvise but stop nit picking'

*Socially reserved and with a love of action, ISTPs come into their own when there is a need for a cool head and quick thinking.*

**Overriding need** to live on the edge; to disregard rules and authority and focus and tackle the task at hand in the most effective way.

**Seen by others** as confident, cool, detached, independent, and hard to read

**Sees self** as ready for anything as long as it is challenging, fun and people don't keep pressing for emotional support

**Works best** solo – 'putting out fires' when able to think on feet and new projects.

**Works least well** with people who need constant reassurance and close emotional contact

**As team member** contributes detached views, realism, swift thinking, practical ingenuity

**Leads by** ability to see the organisation exactly as it is; trouble-shooting – ability to get to the root of the problem and sort it out. Willing to gambol for big stakes. Flexible but aloof with the team, expects tolerance for ambiguity and empowerment, can deal swiftly and ruthlessly with poor performers

**Ideal organisation** offers chances to experiment, values immediate results rather than long term theorising; willing to look for and try unconventional solutions; few rules and routines; rewards individual responsibility in tangible ways

**Ideal boss** is calm; allows freedom; willing to live with the possibility that some projects may fail; may prefer a boss from a slightly different profession field

**In relationships** demands and gives freedom, uninterested in control. Usually keeps feelings well hidden and finds it hard to express them verbally; impatient with psychologising; shows affection through arranging treats or surprises; can move on quickly when relationships end

**Makes mistakes** when pays too little attention to developing and sticking to core values

**Decides** on the basis of the immediate facts; can take tough decisions; willing to change mind quickly and own up to it; can tolerate ambiguity

**Thinks** with realism and on the basis of tangible evidence. Concerned with immediate fairness; people issues are just one more piece of data; theory is pointless unless it has some practical implication

**Communicates** sparingly, coolly in a relaxed informal style; listens only when interest is engaged; succinct, uses deadpan humour; dislikes duty socialising

**Irritated by** clinginess, emotionalism, rambling, and pomposity, people who moralise and get caught up on single issue concerns

**Irritates others by** appearing secretive; cutting corners, over doing expediency; changing his or her mind with bewildering rapidity; refusing to show warmth

**As a parent** is generous and wants children to enjoy life to the full but may put effort into ensuring this happens rather than getting personally involved

**Relaxation** relax easily, those with more sedate careers may take on high-risk activities like racing, skydiving, and motorcycling.

**Under stress** becomes cynical, sarcastic or frivolous; runs away; indulges in spending sprees; over reacts; feels persecuted; suffers decision- paralysis or over whelming crash in self-esteem

### Can become more effective:

- Think about own and others emotional needs
- Develop social skills to put others at ease with you
- Brainstorm with no practical outcome
- Participate in self awareness activities

### MBTI Prayer:

*Remember this is just characteristics of a type – everyone is unique and not a clone*

*Please help me consider other peoples  
feelings, even if most of them ARE  
excessively hypersensitive*

## 6. ISFP 2.4%\*

### **'Make dreams come true but stop wearing your heart on your sleeve!**

ISFPs are kind, attentive and have little need to impress or control others.

**Overriding need** to give service – but on own terms

**Seen by others** as modest, calmly cheerful; may sometimes seem dreamy or unwilling to accept responsibility

**Sees self** realistically – accepts own limitations and gifts and is happy with both

**Works best** in a physically pleasant environment where a backroom role is possible

**Works least well** within tight controls; where there is interpersonal conflict or work demands an emphasis on bottom – line results

**As team member** contributes deep loyalty to team, sensible solutions to practical problems; ability to respond quickly in a crisis; quiet sense of fun

**Leads** by inconspicuous opportunism; creates supportive atmosphere based on shared action on the immediate and achievable. Actions can be misinterpreted as inability to give direction. Sparing and sometimes over – subtle with feedback, particularly to poor performers

**Ideal organisation** offers human service, especially to the less fortunate

**Ideal boss** offers close relations with room for quiet fun and high degree of mutual trust and freedom; sensitive to personal circumstances; rewards with thoughtful and tangible expressions of regard; values ingenuity

**In relationships** has close circle of friends. Unhesitatingly accepts others needs for practical and emotional support Goes with the flow is rarely surprised by people; may put off difficult decision

**Makes mistakes** when put wishes of others first, catastrophically neglecting own

**Decides** on the basis of common sense and what will keep everyone happy now; always willing to reconsider; may put off difficult decisions.

**Thinks** by accepting people and information as they are; low tolerance for theory and analysis; dislikes too much scepticism and speculation.

**Communicates** sparingly either in writing or face to face; focused on practicalities. Finds it an effort to socialise and strongly dislikes the visibility of speaking in public.

**Irritated by** show offs an intellectual know it alls, cynics and sceptics; debating and over- analysing; harshness in personal style; personal disloyalty.

**Irritates others by** making an art out of economy of effort; refusing to speak up about what he or she wants; not communicating or explaining; appearing gullible; appearing indecisive; getting over concerned with detail and fact

**As a parent** loves; quietly devoted and prepared to sacrifice a lot; including time; being a fully rounded person is rated higher than academic achievement

**Relaxation** finds joy through small things – pets, flowers, food, music and long term friends

**Under stress** retreats; lets others take over, feels victimised and ignored; wallows in guilt; becomes sarcastic; runs away; succumbs to illness

### **Can be more effective:**

- Analyse information logically more
- Speak aloud your thoughts to others
- Practice saying no and asking for what you want
- Watch out for being too trusting
- Look for the bigger picture in events
- Consult more widely
- Follow through projects more

### **MBTI Prayer:**

ISF Lord, help me to stand up for my rights (if you don't mind my asking).

## 7. INFP \*4.5%

**‘Value every living thing’ but stop feeling hurt!**

*The gentle and apparently pliant style of the INFP often hides an intensely driven interior. INFPs can sometimes find their endless drive for perfection stands in the way of achieving what they want.*

**Overriding need** to expand self understanding

**Seen by others** as perhaps shy and indecisive, excellent listener, capable of surprising challenges and toughness from time to time,

**Sees self** without illusions, but constantly hopes to improve

**Works best** when good intentions and gentleness are valued; where it is possible to practise what is preached; where it is possible to be alone in a crowd

**Works least well** under pressure of tight deadlines; in a regimented impersonal environment

**As team member** offers complex and acute insights into others with warmth and positive support; works quietly for harmony; stresses team values

**Leads by** encouraging creativity and participation; looks for democratically agreed outcomes; generous with own time; believes in the power of praise to motivate; may be so diplomatic with negative feedback it may be missed

**Ideal organisation** recognises individual need, dedicated to increasing human fulfilment; few rules or differences in status; financial rewards less important

**Ideal boss** values creativity is flexible, gives constant flow of warm approval; shares and models important values; protects from silly company demands.

**In relationships** sees and accepts human behaviour; even its dark side; puts high value on a few important lasting relationships – making new ones may be hurtful; strongly motivated by wish to avoid

hurting or upsetting others; quest for the ideal can combine with slowness to divulge feelings; this extreme depth of feeling is often hidden, even from themselves, until circumstances evoke an impassioned response:

**Makes mistakes** when reticence and wish to impose is interpreted as indifference

**Decides** by putting off self right inside an issue and asking ‘how would this affect me?’ may generate so many options that decisions are postponed

**Thinks** before acting; pursuing ideas and theories which may offer enlightenment and human growth. Sometimes overwhelmed by complexity to the point where cannot draw threads together

**Communicates** best one to one; makes brief but insightful contributions, may be too sparing with other communication, especially verbal

**Irritated by** abrasiveness, materialism, intrusions into privacy; over emphasis on efficiency brought at human cost; stereotyping; people who pull rank

**Irritates by** untidiness, lack of follow through, over indulging in guilt; differing

**As a parent** is delighted to be a soft touch makes home life a priority but often feel torn by the need to make time for good causes outside the home

**Relaxation** relaxes best by engaging in physical activity

**Under stress** delays both starting and finishing things; lets an inner critical voice destroy confidence; day dreams; rushes into unwise actions; becomes bitterly cutting and uncompromising with others

**Can become more effective:**

- Take more – action. Do it now
- Accept perfection is not always possible
- Please yourself more
- Paying more attention to paperwork and documentation

**MBTI Prayer:** Please help me finish everything I sta.....

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## 8. INTP

6.4\*%

**‘Analyse but stop being so theoretical!’**

*The interest of INTPs in innovation and systems means that they can be capable of outstanding creative achievement.*

**Overriding need** continuous access to high quality ideas

**Seen by others** as clever, analytical, challenging, cool and critical, disorganised; and relatively easy-going and amenable to most anything until their principles are violated

**Sees self** as a researcher, a seeker after truth who is always learning

**Works best** in bursts of energy on new projects which are at the cutting edge in their field

**Works least well** on routine tasks which require steady patience, tidiness and impeccable time management

**As team member** likes to be part of a loosely connected ring of bright people; dislikes anything too emotional because it seems insincere

**Leads by** outstanding quality of ideas; taking risks; constant challenge to the status quo; expecting people to take responsibility for themselves and if they can't do it's their problem

**Ideal organisation** no formal structure and little or no control; collegiate approach; tolerant towards eccentricities; encourages creativity

**Ideal boss** open minded, quick witted and equal – helps by not getting in the way and by providing resources for his or her current inspiration

**In relationships** shows love through playfulness; more ready to express deepest feelings on paper than in person; intensely attached to a small circle of friends; dreads dependency and may often seem guarded

**Makes mistakes** in the emotional area by seeming cool and detached

**Decides** with bursts of mental energy on the basis of rationality and truth; but will then re-decide – if another more interesting idea comes along

**Thinks** by experimenting, analysing; seeking stimulating theories; by brainstorming- by oneself if necessary, to a depth can seem oblivious to the world around them.

**Communicates** on own special interests and latest notions, with speed and enthusiasm; otherwise may not communicate at all; why bother? Will often correct others

**Irritated by** rules, structure, pomposity, long windedness; people who seem less than truthful with themselves; emotional self indulgence

**Irritates others** by seeming too clever by half; analysing everything to death; not delivering on promises if something more interesting comes along

**As a parent** concerned, amused, hands off, encourages intellectual independence

**Relaxation** relaxes easily; either through extending an exciting piece of work, or by cutting off completely and plunging into an intriguing leisure pursuit

**Under stress** suffer a haunting sense of impending failure and acute loss of self confidence; may become convinced others are enemies who mean personal harm; applies obsessive and warped logic; becomes brightly sarcastic

**Can become more effective:**

- Don't always seek exact truth
- Explore feelings of others and express your own
- Be sensitive to others and hold back initial negative reactions
- Learn where to draw the line in research
- Be more tolerant about other's needs for rules in life

**MBTI Prayer:** Please help me be less independent, but in my own way of course.

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## 9. ESTP 5.4%\*

***If I was any better - I couldn't stand it and stop being so blunt!***

*High energy, shooting from the hip, fire fighter attitude combined with, good humour and optimism characterise the approach of the ESTP. Realism and a love of action can mean they get things moving quickly.*

**Overriding need** for meeting challenges with action and extracting enjoyment on the way

**Seen by others** as mentally, physically and emotionally tough with a detached, rational outlook; a ball of energy, restless, no hidden agendas; liberal in some aspects, but materialistic in others

**Sees self** as always enthusiastic and ready for any change; prepared to experiment with new ideas

**Works best** with independent, cheerful, flexible people who like a laugh, and can take risks without worrying too much about the long term aspects

**Works least well** with people who are serious and complain all the time, or spend all the time talking without actually doing anything

**As team member** contributes optimism, a willingness to get stuck in, being practical and down to earth; knowing where to get things

**Leads by** getting their hands dirty, stuck in finding practical solutions to problems. Gives blunt feedback to keep things moving

**Ideal organisation** is a place which offers variety, few constraints, project work and rewards entrepreneurial spirit

**Ideal boss** is someone who can indulge in good humoured banter, can point out rough direction then leaves him or her alone to complete the task

**In relationships** offers charm, directness and an accepting attitude to others; a willingness to share and a reluctance to fret

or get involved in highly emotional or tense situations

Mistakes when looking for a 'drama' when there isn't one; being sarcastic

**Decides** on the needs of the moment

**Thinks** with ruthless realism, the theory of something holds little merit; little sympathy with anything sentimental

**Communicates** well off the cuff, quick, witty and persuasive. Hates putting things in writing

**Irritated by** rules and regulations, routine 'corporate loyalty, having to sit at a desk all day; people who don't deliver

**Irritates others by** being abrasive, always competitive; having a go at people, showing signs of boredom and moving on before jobs are complete

**As a parent** is indulgent, loves playing with children, doesn't like them sitting around doing nothing - encourages them to 'do

**Relaxation** relaxes easily, works hard, and plays hard. Activities involving great power, speed, thrill and risk are attractive to them

**Under stress** becomes withdrawn and moody, energy fades, suffers panic and despair about the future; sees signs of doom in trivial events.

**Can become more effective:**

- Engage in planning projects
- Look at the emotional needs of people
- Work at tolerance on those things which wind you up
- Think before engaging in potentially risky banter and pranks
- Become more tolerant with others need for stability
- Meet more deadlines
- Improve your follow-up on projects
- Learn about emotional needs of people

**MBTI Prayer:**

Help me to accept responsibility for my own actions, even though problems are not usually my fault.

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## 10. ESFP 2.5%\*

**'Let's go – where's the party but stop playing all the time!'**

*ESFPs open approach to life, a commitment to fun and people give them their unique style*

**Overriding need** friendships and fun with many

**Seen by others** as eternal optimists, energetic, fun to be with, enjoy the limelight; can be over silly at times

**Sees self** realistically, with a disarming honesty and modesty

**Works best** with lots of fun people, variety and different things happening all at once

**Works least well** alone, and with people who seem more interested in profit than people and enjoying life

**As team member** contributes pure vitality, energy and involvement; insists on celebrating events; always willing to give things a try and sort out practicalities

**Leads** informally and with a desire to treat everybody the same and stay 'rooted'; encourages personal responsibility for actions; seeks quick results. May be too optimistic on occasions about team's performance and reluctant to confront poor performers

**Ideal organisation** is somewhere that's not stuffy, gives staff and clients equal attention; encourages personal responsibility and celebrating success

**Ideal boss** is really anybody, because ESFP can work with anybody. Especially respects those who can keep their feet on the ground

**In relationships** has a low need for control but a high need for intensity in experience, to the degree that this may cause problems. Observant and attentive; depressed by self and others when suffering low spirits

**Makes mistakes** when having to work alone, and start afresh on a project with no guidelines from previous work

**Decides** quickly on the basis of what is practical. Likes to decide and obtain consensus and not put anybody's nose out of place

**Thinks** realistically about the here and now – likes to assess evidence from the past and people issues of the present

**Communicates** with a passion, jumping from thought to thought, enjoys talking more than writing, sympathetic listener and good net worker

**Irritated by** people who see keeping secrets and productivity as priorities, and people and fun less so

**Irritates others by** seeming to want endless attention or approval; being loud and frivolous; consulting everybody on everything; not finishing things

**As a parent** sees the world from the eyes of a child; doesn't patronise and joins in games willingly – the priority is a happy child

**Relaxation** relaxing is easy; work and home are almost the same stage, but home is where the heart is

**Under stress** becomes even noisier, then morose, may go weird; may feel paralysed by worry or start dangerously cutting too many corners; may feel abandoned and alienated

### Can become more effective:

- Pause before making the next joke
- Ease up on socialising
- Only promise what can be delivered
- Be more open to theory
- Don't take feedback personal
- Try quiet contemplation and reflection
- Be more open to theory
- Prioritise more
- Be prepared to implement unpopular decisions

### MBTI Prayer:

Please help me to take things more seriously, especially jokes, parties, conversations and dancing

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## 11. ENFP 5.1%\*

**'Be real but stop changing your mind and direction!'**

*A nice zany person, pure enthusiasm, a natural empathy with others and a desire to always start new projects typify the ENFP. ENFPs may need to be aware their drive for the ideal may exhaust themselves and others*

**Overriding needs** to be true to themselves, to be liked, help others and are admired

**Seen by others as** a nice, warm, perceptive person who may at times seem incapable of being silent and equipped with a 'silly switch.' Ability to make strangers feel like friends

**Sees self** on a never ending journey to develop the true self

**Works best** when feeling comfortable with the people, work and having opportunities to create something 'new or different'

**Works least well** when work politics emerge, inappropriate pressure is exerted to carry out task which go against personal value and may harm people

**As team member** is a central positive force within the team and builds bridges to those less engaged

**Leads by** example and consultation, creating an environment of trust, openness and a spirit of the impossible can be done, collectively and individually. Finds difficulty with command and control and may over estimate own and others capabilities

**Ideal organisation is** something that will contribute something to society and meets their values; is democratic, inclusive and encourages discussion on all important issues.

**Ideal boss** is flexible, relaxed, trusting and doesn't over manage and nit pick

**In relationships** friends are what life is about, warm and natural and can accept other quickly and unconditionally, but

always seeking the flawless relationship and can forget old friends whilst making new. Can become surprisingly critical and judgemental is pushed too far

**Makes mistakes** when having to deal with detail

**Decides** by involving others; can live with ambiguity, if the 'big picture' seems ok

**Thinks** big picture style. Attracted to prophets and guru's

**Communicates** fluently and passionately, humour, acting out, story telling comes easily; likes networking and to see and be seen

**Irritated by** being controlled, stifled, having to remain static, people who seem to be unfeeling towards others. Bureaucracy in principle and practise

**Irritates others by** being untidy in appearance, with time, with possessions, talking too much, not sticking to the subject and then taking criticisms personally

**As a parent** devoted and tender, involved in everything

**Relaxation** relaxes easily with a wide circle of friends, generous host

**Under stress** becomes stubborn, sulky, engages in back stabbing, sees 'enemies' everywhere, withdraws from friends; gets obsessed with trivial detail

**Can become more effective:**

- Learn to stay on track more and not go off at a tangent
- Enjoy what they have now and not always go seeking greener grass
- Listen more, taking note of those who counsel caution and offer criticism
- Work on the detail of others inspirations
- Close next project – before starting other

**MBTI Prayer:**

Please help me keep my mind on one.....*Look a butterfly...thing at a time.*

*Remember this is just characteristics of a type – everyone is unique and not a clone*

## 12. ENTP 7.6% \*

### 'Let me tell you and stop generating new actions'

*Clever, high energy, in your face, on occasions quarrelsome, witty and action centred – on their terms typifies the ENTP. These attributes may disturb and bruise others more sensitive feelings*

**Overriding need to** excellent in their area of interest, be right, first and have the last word

**Seen by others** as funny, competitive forceful at times overpowering with words and actions

**Sees self** as tells people as it is; knows and can laugh at own failings

**Works best** with clever people, who need little direction

**Works least well** who seem stuck in the past and need everything explaining or in triplicate

**As team member** contribute energy, analytical insights and enthusiasm, ingenious and innovative especially at the beginning of projects

**Leads by** challenging people, rules and systems to achieve what some may think are impossible. Fond of toys. Needs help to cope with detail; can become petulant over small issues; generous with praise for good work

**Ideal organisation** gives he or she maximum independence and allows novelty, creativity, experiment, blunt honesty and exchange of ideas

**Ideal boss** similar to them, provides the freedom, support and resources and handles the blockers

**In relationships** offers drama with fun and surprise thrown in. Balances with difficulty exposing and guarding own inner feelings. May use humour to disguise real emotions

**Makes mistakes** when they blunt speaking gets out of hand and having to cope with routine

**Decides** quickly, with an eye to the future outcomes, may change mind rapidly to take heed of new information or fancy

**Thinks** quick cerebrally and verbally, broadly and strategically. Attracted to theory and big ideas

**Communicates** lots of talking with others, provoking discussions and exhibiting a confident, racy style with less skill in listening

**Irritated by** people who won't engage in discussions and seem stodgy. People who won't try or understand them

**Irritates others by** devaluing tidiness, punctuality, seeming to want always to be in the lime light and have the last word; oblivious to the rest of the world attitude

**As a parent** is fun and unpredictable to be around; teaches children the value of being self sufficient and learning

**Relaxation** work is play and play is work. Balancing the two elements is a difficult and enjoyable thing to them

**Under stress** gets even more hyper active, picks arguments; throws tantrums and then feels unappreciated and withdraws from others. neglects self

### Can become more effective:

- Time managing more effectively
- Conserving own energy
- Improving listening skills
- Increasing sensitivity to others
- Lowering expectations on self and others
- Realise being good at everything is not possible
- Ask for help sooner
- Learn techniques which don't make you feel as though you gave in or feel compromised
- Express your own feelings to more people

### MBTI Prayer:

*Please help me follow our established procedures today. On second thought, I'll settle for a couple of minutes*

*Remember this is just characteristics of a type – everyone is unique and not a clone*

## 13. ESTJ 15% \*

**‘Commit but stop driving things so hard’**

*Boldness, courage and a drive for efficiency distinguish the ESTJ style. They may need to take care that in their drive to getting done, they do not overlook the need for tact and sensitivity*

**Overriding need** to preserve MBTI Prayer, manage others and create stability

**Seen by others as** a hale and hearty, playful individual who sometimes can upset people

**Sees self** as a simple truthful person

**Works best** when running the show

**Works least well** when there is no clear MBTI Prayer or purpose and things never get sorted

**As team member** contributes industry and ability to set up practical systems, eye for waste and deadlines.

**Leads by** using the hierarchical structure and systems in a down to earth manner, promote the work ethic. Which can lead to over supervising on detail and disregard the need to consult?

**Ideal organisation a** well managed place that preserves and respects tradition status, loyalty

**Ideal boss** someone with dignity, who respects the ESTJ for their position and experience and makes their expectations clear. Doesn't need close relationship.

**In relationships** seeks the same lasting loyalty as given; uses actions rather than words to convey affection. Likes to create MBTI Prayer and be in charge, may miss signals that other person's needs are not been met

**Makes mistakes when** believing for too long that he or she knows best

**Decides** in an unemotional way. Can absorb and store the necessary facts to

anticipate most situations. May define harsh solutions if only deals with facts and disregards the impact on people

**Thinks** by drawing on their hard won experience and known facts and rules

**Communicates** by using appropriate channels, may lecture and go on for too long, rather than inspire; can be outspoken, a person of principles, which are readily expressed

**Irritated by** rule breakers, disrespectful, and scruffy people; juniors with attitudes above their station and people who go off at a tangent. Things not normal

**Irritates others by** trying hard with people badly, been rigid in views and hanging on to the past

**As a parent** is dedicated and caring the way they try to discipline and structure a Child's development into a decent adult

**Relaxation** when allows itself to relax, likes to organise and play high energy games and activities. They seek out like-minded companions in clubs, civic groups, churches and other service organizations

**Under stress** can become even more stubborn, loud and angry, nit picky about rules, then brakes own rules before descending into silence and despair

**Can become more effective:**

- Explore your own emotional side
- Assess other's emotional needs
- Let go control more
- Explore what rules holds others and self back
- Be open to the learning which can happen
- when people are allowed to do it they way
- Be more gentle with people
- Increase your tolerance of the creative
- Stop talking people down

**MBTI Prayer:**

Please help me not to try and run everything, but if you need a help, just ask.

Remember this is just characteristics of a type – everyone is unique and not a clone

## 14. ESFJ 3.8% \*

**'Lean on me but stop socialising!'**

*Friendly people who are business like and practical who exude warmth and common sense when dealing with people. Their desire to be harmonious can create difficulties and prevent them being as effective as they would like on occasions*

**Overriding need to** obtain warm approval and acceptance from others

**Seen by others** as a sociable, generous person, who has always something to say, but always seems in a hurry

**Sees self** as somebody who needs to organise things, others can't be bothered to complete

**Works best** in a well organised structure when similar types thrive

**Works least well** with people who seem to put little effort into the job, remote, getting on with others and lack any sense of humour

**As team member** energetic, looks after deadlines, brings about MBTI Prayer and systematic practical ways of getting things done

**Leads by** getting involved, encouraging consensus, hard work and loyalty; good eye for spending wisely; ready with praise but may over do the advice giving; hates criticising and lives with the hope things will work out themselves

**Ideal organisation** has a stable structure, values staff and clients alike, has sensible rewards, routines and rules

**Ideal boss gives** a clear lead, praises more than criticises, sociable and concerned with self and others

**In relationships** very parent – kindly, efficient, warm –are generous entertainers - but in charge. May have difficulties meeting this need, whilst allowing others freedom. May avoid or deny problems with close relationships

**Makes mistakes** when feels ignored in important relationships – can lose sense of proportion and become dramatic

**Decides** quickly whether people are OK or not; sometimes too soon. May be indecisive with big decisions

**Thinks** well on their feet; prefers to practical to the theoretical; asking 'how will this work?'

**Communicates** with energy, diplomacy, wear their hearts on their sleeves, find the right phase for the occasion naturally in both speech and the written word

**Irritated by** being ignored, untidiness, rudeness and people not meeting their promises

**Irritates others by** talking too much; being late themselves, taking criticism personally and bearing grudges

**As a parent** is very conscientious, establishes a caring framework of discipline and family traditions

**Relaxation relaxes** by being busy; loves hands on activities; puts home life first and takes community duties seriously to the point of taking too much on sometimes

**Under stress** becomes vindictive; play the victim and martyr, tries to control everything; loses energy and then feels worthless; uses distorted logic to prove that doom and gloom lie ahead

**Can become more effective by:**

- Face conflict sooner than later
- Learn to ask for what you want
- Stop rescuing people all the time
- Be more succinct
- Explore the benefits of solitude
- Explore the positives of change – nothing can stay the same for ever
- Accept the positive side of feedback – not as a personal attack
- Plan for the future – one step at a time

**MBTI Prayer:**

Please give me the patience to deal with things more effectively, and I mean right now!

*Remember this is just characteristics of a type – everyone is unique and not a clone*

Remember this is just characteristics of a type – everyone is unique and not a clone

## 15. ENFJ 2.8%\*

**'Lean on me but stop talking'**

*The natural ease of the ENFJ with words and their passionate commitment to good causes often attracts others. May need to take care that they don't overlook their own needs or become rigid in their idealism*

**Overriding need** equality

**Seen by others as friendly, open but watch out – not the push over you first think**

**Sees self** as modest and hard working optimist, but often sees others more clearly than they own strengths and weaknesses

**Works best** when alongside hardworking people who enjoy life and live to their own values

**Works least well** with people who seem cold, secretive, manipulative and comprise their core values

**As team member** sensitive to any disruptions to harmony and active in working towards rebuilding individuals in conflict. Breathes hope and optimism and a passion for the ideal into a team

**Leads by** encouraging others to share their vision and values that people can and will behave well to each other. Spots talent and is enthusiastic about nurturing this

**Ideal organisation** one which aims to make the world a better place and free of irritating rules; accepts differences in people and encourages networking

**Ideal boss** someone who shares the same values; thoughtful, provides the right amount of support and freedom

**In relationships** recognises their need for affection and encourages this by offering charm, good humour and friendship to others naturally. \likes to have own way and may work hard to get this, which can seem over-powering sometimes to others

**Makes mistakes when** pursuing of the ideal and can't compromise

**Decides** by what seems right for people in the long term – may want to tie up the loose ends too quickly

**Thinks** best through brainstorming and discussion; likes methods of simplifying complex issues; attracted to politics and the spiritual

**Communicates** speaks with enthusiasm and grace – using the whole body. May find written work a chore

**Irritated by** rudeness, cynics and pessimists

**Irritates others by** trying to rescue people unnecessarily; being bossy; dramatic; being over trusting and open to manipulation, too much socialising

**As a parent** devoted, generous with time and attention likes to make home life and work seamless

**Relaxation** finds it hard too, tends to take on community/rescue duties, just like at work

**Under stress** takes criticism hard, plays the martyr, refuses help, becomes bossy and works too hard, thinking becomes impaired, gets exhausted

**Can become more effective:**

- Let others learn from their mistakes
- Recognise loyalty has limits
- Socialise less – relax more
- Take care that you don't overlook your own
- needs or become rigid in your idealism
- Start to appreciate hostile feedback
- Learn to leave things loose occasionally
- Plan in sufficient time
- Listen carefully to those who challenge a pet notion
- Recognise the weak spots in all good causes

**MBTI Prayer:**

Help me do only what I can, trusting you for the rest. But could you put that in writing?

*Remember this is just characteristics of a type – everyone is unique and not a clone*

Remember this is just characteristics of a type – everyone is unique and not a clone

## 16. ENTJ 9.3% \*

**'Take the initiative but stop over managing people!'**

*The energetic, decisive and clear sighted approach of the ENTJ and an urge to marshal and direct often brings them to leadership roles.*

**Overriding need** to be in charge or have control

**Seen by others** larger than life, as energetic, well spoken, confident, funny and a commanding nature

**Sees self** as always on probation and under observation

**Works best** with confident, resolute and committed people

**Works least well** with those who seem to lack drive, soft and over emotional

**As team member** contributes attention to the big picture, standards, concern for deadlines; a passion for the task and action; not to be trifled with

**Leads by** taking on boldly new ideas and projects; relishes growth and being entrepreneurial; leads through driven restlessness; resolute in conflict; devoted coach to the ones who can keep up. Marionette to those less able

**Ideal organisation** large and stable that faces change and need they talents to keep things on track; rewards getting the job done rather than applying the rules

**Ideal boss** someone respected for professional competence; allows freedom; values energy and high standards; not wet or woolly and can engage in robust discussions without getting upset

**In relationships** gives and expects a lot in a relationship; regards being right more important than being liked; only seeks closeness and intimacy on own terms. May not be able to resolve tension. Relationships tend to be colourful and stormy

**Makes mistakes when** trying to control everything or fighting about that is right

**Decides** by generating lots of solutions and making a swift, logical conclusion. Can improvise well

**Thinks** strategically, loves complex problems

**Communicates** with enthusiasm, fluently and fired with optimism; may get impatient with those who can't follow; enjoys good robust debate and argument

**Irritated by** people who beat about the bush and whinge and bureaucratic detail

**Irritates others by** not listening to them, jumping to conclusions without evidence, fidgeting

**As a parent** wants to do the job well but never has enough time; may elect to have quality time when children are showered with high energy

**Relaxation** rarely truly relaxes – work is too absorbing, leisure may involve competing against others – just like work

**Under stress** has emotional out bursts; drives too hard; gets caught up in trivial detail; becomes over critical of self and others; ends up feeling unappreciated and can over eat as a consequence

### Can become more effective:

- Avoid jumping into action too quickly
- Displaying appreciation of others as people not just machines
- Improving listening skills
- Trying less to control everything
- Developing patience with those less bright
- and experienced
- Counting to 10 when having an urge to explode
- Recognising own vulnerable inner feelings more
- Praise the positives and play down the criticisms

### MBTI Prayer:

Please help me slow down  
and not rush through what I do

*Remember this is just characteristics of a type – everyone is unique and not a clone*