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## **PERSONALITY TYPES & ATTRIBUTES/CHARACTERISTICS**

According to Carl G. Jung's theory of psychological types people can be characterized by their preference of general attitude:

- 1. (E)xtraversion – (I)ntroversion:** signifies the source and direction of a person's energy expression. An extravert's source and direction of energy expression is mainly in the external world, while an introvert has a source of energy mainly in their own internal world.
- 2. (S)ensing – I(n)tuition:** represents the method by which someone perceives information. Sensing means that a person mainly believes information he or she receives directly from the external world. Intuition means that a person believes mainly information he or she receives from the internal or imaginative world.
- 3. (T)hinking – (F)eeling:** represents how a person processes information. Thinking means that a person makes a decision mainly through logic. Feeling means that, as a rule, he or she makes a decision based on emotion, i.e. based on what they feel they should do.
- 4. (J)udging – (P)erceiving:** reflects how a person implements the information he or she has processed. Judging means that a person organizes all of his life events and, as a rule, sticks to his plans. Perceiving means that he or she is inclined to improvise and explore alternative options.

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All possible permutations of preferences in the 4 dichotomies above yield 16 different combinations, or personality types, representing which of the two poles in each of the four dichotomies dominates in a person, thus defining 16 different personality types. Each personality type can be assigned a 4 letter acronym of corresponding combination of preferences:

### **ARTISAN**

#### **ESTJ = Extraverted Sensing Thinking Judging**

- ESTJs thrive on order and continuity. Being extraverted, their focus involves organization of people, which translates into supervision. While ENTJs enjoy organizing and mobilizing people according to their own theories and tactically based agendas, ESTJs are content to enforce "the rules," often dictated by tradition or handed down from a higher authority.
- ESTJs are joiners. They seek out like-minded companions in clubs, civic groups, churches and other service organizations. The need for belonging is woven into the

fiber of SJs. The family likewise is a central focus for ESTJs, and attendance at such events as weddings, funerals and family reunions is obligatory. Tradition is important to the ESTJ. Holidays, birthdays and other annual celebrations are remembered and observed often religiously by this type. The ESTJ is inclined to seek out his roots, to trace the family heritage back to honored ancestors both for a sense of family respectability and for a sense of security and belonging.

- Service, the tangible expression of responsibility, is another key focus for ESTJs. They love to provide and to receive good service. The ESTJ merchant who provides dependable service has done much to enhance his or her self-image.
- ESTJs have an acute sense for orthodoxy. Much of their evaluation of persons and activities reflects their strong sense of what is "normal" and what isn't. ESTJ humor is frequently centered around something or someone being off center or behaving abnormally. ESTJs promote the work ethic. Power, position and prestige should be worked for and earned. Laziness is rarely viewed with ambivalence nor benevolence by this type. The ESTJ is outspoken, a person of principles, which are readily expressed. The ESTJ is not afraid to stand up for what he or she believes is right even in the face of overwhelming odds. ESTJs are able to make the tough calls.
- Occupations attracting ESTJs include teaching, coaching, banking, political office, and management at all levels.

### **ESTP = Extraverted Sensing Thinking Perceiving**

- ESTPs are spontaneous, active folks. Like the other SPs, ESTPs get great satisfaction from acting on their impulses. Activities involving great power, speed, thrill and risk are attractive to the ESTP. Chronic stifling of these impulses makes the ESTP feel "dead inside".
- Gamesmanship is the calling card of the ESTP. Persons of this type have a natural drive to best the competition. Some of the most successful salespersons are ESTPs. P.T. Barnum ("Never give a sucker an even break") illustrates the unscrupulous contingent of this type. Almost unconsciously ESTPs look for nonverbal, nearly subliminal cues as to what makes their quarry "tick". Once they know, they wait for just the right time to trump the unsuspecting victim's ace and glory in their conquest.
- Oddly enough, ESTPs seem to admire and respect anyone who can beat them at their own game. "If I was any better, I couldn't stand it!" To an ESTP, admission of weakness feels like failure. He admires strength in himself and in others. "Shock effect" is a favored technique of this type to get the attention of his audience. ESTPs love to be at center stage, demonstrating feats of wonder and daring.

### **ESFJ = Extraverted Sensing Feeling Judging**

- Guardians of birthdays, holidays and celebrations, ESFJs are generous entertainers. They enjoy and joyfully observe traditions and are liberal in giving, especially where custom prescribes.
- All else being equal, ESFJs enjoy being in charge. They see problems clearly and delegate easily, work hard and play with zest. ESFJs, as do most SJs, bear strong allegiance to rights of seniority. They willingly provide service (which embodies life's meaning) and expect the same from others.

- ESFJs are easily wounded. And when wounded, their emotions will not be contained. They by nature "wear their hearts on their sleeves," often exuding warmth and bonhomie, but not infrequently boiling over with the vexation of their souls. Some ESFJs channel these vibrant emotions into moving dramatic performances on stage and screen.
- Strong, contradictory forces consume the ESFJ. Their sense of right and wrong wrestles with an overwhelming rescuing, 'mothering' drive. This sometimes results in swift, immediate action taken upon a transgressor, followed by stern reprimand; ultimately, however, the prodigal is wrested from the gallows of their folly, just as the noose tightens and all hope is lost, by the very executioner! An ESFJ at odds with self is a remarkable sight. When a decision must be made, especially one involving the risk of conflict (abhorrent to ESFJs), there ensues an in-house wrestling match.
- As caretakers, ESFJs sense danger all around--germs within, the elements without, unscrupulous malefactors, insidious character flaws. The world is a dangerous place, not to be trusted. Not that the ESFJ is paranoid; 'hyper-vigilant' would be more precise. And thus they serve excellently as protectors, outstanding in fields such as medical care and elementary education.

### **ESFP = Extraverted Sensing Feeling Perceiving**

- "Where's the party?" ESFPs love people, excitement, telling stories and having fun. The spontaneous, impulsive nature of this type is almost always entertaining. And ESFPs love to entertain -- on stage, at work, and/or at home. Social gatherings are an energy boost to these "people" people. SPs sometimes think and talk in more of a spider-web approach.
- Several of my ESFP friends jump from thought to thought in mid-sentence, touching here or there in a manner that's almost incoherent to the listener, but will eventually cover the waterfront by skipping on impulse from one piece of information to another. It's really quite fascinating.
- New! ESFPs are attracted to new ideas, new fashions, new gadgets, new \_\_\_\_\_.
- Perhaps it's the newness of life that attracts ESFPs to elementary education, especially to preschool and kindergarten.
- ESFPs love to talk to people about people. Some of the most colorful storytellers are ESFPs. Their down-to-earth, often homespun wit reflects a mischievous benevolence. Almost every ESFP loves to talk. Some can be identified by the twenty-minute conversation required to ask or answer a simple factual question.

### **GUARDIAN**

#### **ISTJ = Introverted Sensing Thinking Judging**

- "It is in keeping with tradition throughout our history that I should express simply and directly the opinions which I hold concerning some of the matters of present importance." --Herbert Hoover, Inaugural Address, Monday, March 4, 1929.
- ISTJs are often called inspectors. They have a keen sense of right and wrong, especially in their area of interest and/or responsibility. They are noted for devotion to duty.

- Punctuality is a watchword of the ISTJ. The secretary, clerk, or business(wo)man by whom others set their clocks is likely to be an ISTJ. As do other Introverted Thinkers, ISTJs often give the initial impression of being aloof and perhaps somewhat cold. Effusive expression of emotional warmth is not something that ISTJs do without considerable energy loss. ISTJs are most at home with "just the facts, Ma'am." They seem to perform at highest efficiency when employing a step-by-step approach. Once a new procedure has proven itself (i.e., has been shown "to work,") the ISTJ can be depended upon to carry it through, even at the expense of their own health.
- ISTJs are easily frustrated by the inconsistencies of others, especially when the second parties don't keep their commitments. But they usually keep their feelings to themselves unless they are asked. And when asked, they don't mince words. Truth wins out over tact.
- The grim determination of the ISTJ vindicates itself in officiation of sports events, judiciary functions, or another situation which requires making tough calls and sticking to them. Their SJ orientation draws the ISTJ into the service of established institutions. Home, social clubs, government, schools, the military, churches -- these are the bastions of the SJ. "We've always done it this way" is often reason enough for many ISTJs. Threats to time-honored traditions or established organizations (e.g., a "run" on the bank) are the undoing of SJs, and are to be fought at all costs.

### **ISTP = Introverted Sensing Thinking Perceiving**

- Like their fellow SPs, ISTPs are fundamentally Performers (note the capital 'P' :-)), but as Ts their areas of interest tend to be mechanical rather than artistic like those of ISFPs, and unlike most ESPs they do not present an impression of constant activity. On the contrary, they lie dormant, saving their energy until a project or an adventure worthy of their time comes along--and then they launch themselves at it. The apparently frenzied state that inevitably ensues is actually much more controlled than it appears--ISTPs always seem to know what they're doing when it comes to physical or mechanical obstacles--but the whole chain of events presents a confusing and paradoxical picture to an outsider.
- ISTPs are equally difficult to understand in their need for personal space, which in turn has an impact on their relationships with others. They need to be able to "spread out"--both physically and psychologically; which generally implies encroaching to some degree on others, especially if they decide that something of someone else's is going to become their next project. (They are generally quite comfortable, however, with being treated the same way they treat others--at least in this respect.) But because they need such a lot of flexibility to be as spontaneous as they feel they must be, they tend to become as inflexible as the most rigid J when someone seems to be threatening their lifestyle (although they usually respond with a classic SP rage which is yet another vivid contrast to their "dormant," impassive, detached mode).
- These territorial considerations are usually critical in relationships with ISTPs; communication also tends to be a key issue, since they generally express themselves non-verbally. When they do actually verbalize, ISTPs are masters of the one-liner, often showing flashes of humor in the most tense situations; this can result in their being seen as thick-skinned or tasteless.

- Like most SPs, ISTPs may have trouble with rote and abstract classroom learning, which tend not to be good measures of their actual intelligence. They tend, sometimes with good reason, to be highly skeptical of its practical value, and often gravitate towards classes in industrial arts; part-time vocational/ technical programs can be useful to even the college-bound ISTP.
- In terms of careers, mechanics and any of the skilled trades are traditional choices, and those ISTPs with strong numerical as well mechanical gifts tend to do extremely well in most areas of engineering. Working as paramedics or firefighters can fulfill the ISTP need to live on the edge; they are at their best in a crisis, where their natural disregard for rules and authority structures allows them to focus on and tackle the emergency at hand in the most effective way. ISTPs with more sedate careers usually take on high-risk avocations like racing, skydiving, and motorcycling. While aware of the dangers involved, they are so in touch with the physical world that they know they can get away with much smaller safety margins than other types.

### **ISFJ = Introverted Sensing Feeling Judging**

- ISFJs are characterized above all by their desire to serve others, their "need to be needed." In extreme cases, this need is so strong that standard give-and-take relationships are deeply unsatisfying to them; however, most ISFJs find more than enough with which to occupy themselves within the framework of a normal life. (Since ISFJs, like all SJs, are very much bound by the prevailing social conventions, their form of "service" is likely to exclude any elements of moral or political controversy; they specialize in the local, the personal, and the practical.)
- ISFJs are often unappreciated, at work, home, and play. Ironically, because they prove over and over that they can be relied on for their loyalty and unstinting, high-quality work, those around them often take them for granted--even take advantage of them. Admittedly, the problem is sometimes aggravated by the ISFJs themselves; for instance, they are notoriously bad at delegating ("If you want it done right, do it yourself"). And although they're hurt by being treated like doormats, they are often unwilling to toot their own horns about their accomplishments because they feel that although they deserve more credit than they're getting, it's somehow wrong to want any sort of reward for doing work (which is supposed to be a virtue in itself). (And as low-profile Is, their actions don't call attention to themselves as with charismatic Es.) Because of all of this, ISFJs are often overworked, and as a result may suffer from psychosomatic illnesses.
- In the workplace, ISFJs are methodical and accurate workers, often with very good memories and unexpected analytic abilities; they are also good with people in small-group or one-on-one situations because of their patient and genuinely sympathetic approach to dealing with others. ISFJs make pleasant and reliable co-workers and exemplary employees, but tend to be harried and uncomfortable in supervisory roles. They are capable of forming strong loyalties, but these are personal rather than institutional loyalties; if someone they've bonded with in this way leaves the company, the ISFJ will leave with them, if given the option.
- Traditional careers for an ISFJ include: teaching, social work, most religious work, nursing, medicine (general practice only), clerical and and secretarial work of any

kind, and some kinds of administrative careers. While their work ethic is high on the ISFJ priority list, their families are the centers of their lives.

- ISFJs are extremely warm and demonstrative within the family circle--and often possessive of their loved ones, as well. When these include Es who want to socialize with the rest of the world, or self-contained ITs, the ISFJ must learn to adjust to these behaviors and not interpret them as rejection. Being SJs, they place a strong emphasis on conventional behavior (although, unlike STJs, they are usually as concerned with being "nice" as with strict propriety); if any of their nearest and dearest depart from the straight-and-narrow, it causes the ISFJ major embarrassment: the closer the relationship and the more public the act, the more intense the embarrassment (a fact which many of their teenage children take gleeful advantage of). Over time, however, ISFJs usually mellow, and learn to regard the culprits as harmless eccentrics :-).
- ISFJs take infinite trouble over meals, gifts, celebrations, etc., for their loved ones--although strong Js may tend to focus more on what the recipient should want rather than what they do want. Like most Is, ISFJs have a few, close friends. They are extremely loyal to these, and are ready to provide emotional and practical support at a moment's notice. (However, like most Fs they hate confrontation; if you get into a fight, don't expect them to jump in after you. You can count on them, however, run and get the nearest authority figure.) Unlike with EPs, the older the friendship is, the more an ISFJ will value it. One ISFJ trait that is easily misunderstood by those who haven't known them long is that they are often unable to either hide or articulate any distress they may be feeling. For instance, an ISFJ child may be reprimanded for "sulking," the actual cause of which is a combination of physical illness plus misguided "good manners." An adult ISFJ may drive a (later ashamed) friend or SO into a fit of temper over the ISFJ's unexplained moodiness, only afterwards to explain about a death in the family they "didn't want to burden anyone with." Those close to ISFJs should learn to watch for the warning signs in these situations and take the initiative themselves to uncover the problem.

### **ISFP = Introverted Sensing Feeling Perceiving**

- ISFPs are the first to hear the different drummer. Many eagerly plunge into new fashions, avant garde experiences, 'hip' trends--some even setting the trends. More in touch with the reality of their senses than their INFP counterparts, ISFPs live in the here and now. Their impulses yearn to be free, and are often loosed when others least expect it. The ISFP who continually represses these impulses feels 'dead inside' and may eventually cut and run. (One ISFP friend has become nonambulatory within the past few years. He will still, on impulse, leave home in the middle of the night and go to Las Vegas or wherever, regardless of the difficulties of his physical condition.)
- ISFPs may be quite charming and ingratiating on first acquaintance, flowing with compliments which may (or may not) be deserved. On other occasions, the same individual may be aloof and detached. Some ISFP males are fiercely competitive, especially in sport or table games, and may have great difficulty losing. This

competitive nature, also seen in other SP types, sometimes fosters 'lucky,' 'gut' feelings and a willingness to take risks.

- Organized education is difficult for the majority of ISFPs, and many drop out before finishing secondary education. Their interest can be held better through experiential learning, at which many excel. ISFPs will practice playing an instrument or honing a favored skill for hours on end, not so much as practice as for the joy of the experience.
- Differential diagnosis: ISFPs are less fantasy-oriented than INFPs. These types are often confused, however, INFPs lean strongly to daydreams, poetry, prose and more philosophical pursuits; ISFPs often live out 'id' experiences rather than writing or even talking about them.
- ISFJs are driven by the conventional, by 'should's and 'ought's; ISFPs internalize their Feeling (by nature a judging function) which bursts out spontaneously and leaves as quickly and mysteriously as it came. Because of these variant expressions of Feeling judgement, ISFPs are sometimes confused with ESFJs, but keep themselves more aloof, more often concealing the feelings that ESFJs are so apt to expose. ESFPs express thoughts more readily (and, in the main, skillfully). ISFPs can and do perform admirably in the spotlight, but generally have little to say about the performance. For example, few ISFPs would be disc-jockeys, a field strongly represented by ES\_Ps.

## **IDEALIST**

### **ENTJ = Extraverted Intuitive Thinking Judging**

- "I don't care to sit by the window on an airplane. If I can't control it, why look?" ENTJs have a natural tendency to marshal and direct. This may be expressed with the charm and finesse of a world leader or with the insensitivity of a cult leader.
- The ENTJ requires little encouragement to make a plan. One ENTJ put it this way... "I make these little plans that really don't have any importance to anyone else, and then feel compelled to carry them out." While "compelled" may not describe ENTJs as a group, nevertheless the bent to plan creatively and to make those plans reality is a common theme for NJ types.
- ENTJs are often "larger than life" in describing their projects or proposals. This ability may be expressed as salesmanship, story-telling facility or stand-up comedy. In combination with the natural propensity for filibuster, our hero can make it very difficult for the customer to decline.
- TRADEMARK: -- "I'm really sorry you have to die." (I realize this is an overstatement. However, most Fs and other gentle souls usually chuckle knowingly at this description.) ENTJs are decisive. They see what needs to be done, and frequently assign roles to their fellows. Few other types can equal their ability to remain resolute in conflict, sending the valiant (and often leading the charge) into the mouth of hell. When challenged, the ENTJ may by reflex become argumentative. Alternatively (s)he may unleash an icy gaze that serves notice: the ENTJ is not one to be trifled with.

### **ENTP = Extraverted Intuitive Thinking Perceiving**

- "Clever" is the word that perhaps describes ENTPs best. The professor who juggles half a dozen ideas for research papers and grant proposals in his mind while giving a

highly entertaining lecture on an abstruse subject is a classic example of the type. So is the stand-up comedian whose lampoons are both funny and incisively accurate.

- ENTPs are usually verbally as well as cerebrally quick, and generally love to argue-- both for its own sake, and to show off their debating skills.
- ENTPs tend to have a perverse sense of humor as well, and enjoy playing devil's advocate. This sometimes confuses, even angers, those who don't understand or accept the concept of argument as a sport.
- ENTPs are as innovative and ingenious at problem-solving as they are at verbal gymnastics; on occasion, however, they manage to outsmart themselves. ENTPs can be prone to "sharp practice" – especially cutting corners without regard to the rules if it's expedient – or, their juggling acts may simply be so over-ambitious they collapse.
- Both at work and at home, ENTPs are very fond of "toys" -- physical or intellectual, the more sophisticated the better. Once these have been "solved" or become too familiar, however, they'll be replaced with new ones. ENTPs are basically optimists, but in spite of this (perhaps because of it?), they can become petulant about small setbacks and inconveniences. (Major setbacks they regard as challenges, and tackle with determination.) ENTPs have little patience with those they consider wrongheaded or unintelligent, and show little restraint in demonstrating this. In general, however, they are genial, even charming, when not being harassed by life.
- In terms of their relationships with others, ENTPs are capable of bonding very closely and suddenly with their loved ones. Some appear deceptively offhand with their nearest and dearest; others are so demonstrative that they succeed in shocking co-workers who've only seen their professional side. ENTPs are also quick to spot a kindred spirit, and good at acquiring friends of similar temperament and interests.
- ENTPs may sometimes give the impression of being largely oblivious to the rest of humanity except as an audience: good, bad, or potential. In general this is unfair – but it can be difficult to get an ENTP's attention when they're not immediately aware of you, especially for an Introvert. The best approach in communicating with an ENTP is to be straightforward. No games – they'll win. No "pulling rank" – they'll just want to put you in your place. No apologies – you'll undermine yourself. Try "I need/want to talk to you."

### **ENFJ = Extraverted Intuitive Feeling Judging**

- ENFJs are the benevolent 'pedagogues' of humanity. They have tremendous charisma by which many are drawn into their nurturant tutelage and/or grand schemes. Many ENFJs have tremendous power to manipulate others with their phenomenal interpersonal skills and unique salesmanship. But it's usually not meant as manipulation -- ENFJs generally believe in their dreams, and see themselves as helpers and enablers, which they usually are.
- ENFJs are global learners. They see the big picture. The ENFJs focus is expansive. Some can juggle an amazing number of responsibilities or projects simultaneously. Many ENFJs have tremendous entrepreneurial ability. ENFJs are, by definition, Js, with whom we associate organization and decisiveness. But they don't resemble the SJs or even the NTJs in organization of the environment nor occasional recalcitrance.

- ENFJs are organized in the arena of interpersonal affairs. Their offices may or may not be cluttered, but their conclusions (reached through feelings) about people and motives are drawn much more quickly and are more resilient than those of their NFP counterparts. ENFJs know and appreciate people. Like most NFs, (and Feelers in general), they are apt to neglect themselves and their own needs for the needs of others. They have thinner psychological boundaries than most, and are at risk for being hurt or even abused by less sensitive people. ENFJs often take on more of the burdens of others than they can bear.
- TRADEMARK: "The first shall be last" This refers to the open-door policy of ENFJs. One ENFJ colleague always welcomes me into his office regardless of his own circumstances. If another person comes to the door, he allows them to interrupt our conversation with their need. While discussing that need, the phone rings and he stops to answer it. Others drop in with a 'quick question.' I finally get up, go to my office and use the call waiting feature on the telephone. When he hangs up, I have his undivided attention!

### **ENFP = Extraverted Intuitive Feeling Perceiving**

- ENFPs are both "idea"-people and "people"-people, who see everyone and everything as part of a cosmic whole. They want to both help and to be liked and admired by other people, on both an individual and a humanitarian level. This is rarely a problem for the ENFP, as they are outgoing and warm, and genuinely like people. Some ENFPs have a great deal of zany charm, which can ingratiate them to more stodgy types in spite of their unconventionality. ENFPs often have strong, if sometimes surprising, values and viewpoints. They tend to try to use their social skills and contacts to persuade others gently (though enthusiastically) of the rightness of these views; this sometimes results in the ENFP neglecting their nearest and dearest while caught up their efforts to change the world. ENFPs can be the warmest, kindest, and most sympathetic of mates; affectionate, demonstrative, and spontaneous.
- Many in relationships with an ENFP literally say, "They light up my life." But there is usually a trade-off: the partner must be willing to deal with the practical and financial aspects of the relationship, and the ENFP must be allowed the freedom to follow their latest path, whatever that entails. For some ENFPs, relationships can be seriously tested by their short attention spans and emotional needs. They are easily intrigued and distracted by new friends and acquaintances, forgetting their older and more familiar emotional ties for long stretches at a time. And the less mature ENFP may need to feel they're the constant center of attention, to confirm their image of themselves as a wonderful and fascinating person.
- In the workplace, ENFPs are pleasant and friendly, and interact in a positive and creative manner with both their co-workers and the public. ENFPs are also a major asset in brainstorming sessions; follow-through on projects can be a problem, however. ENFPs do get distracted, especially if another interesting issue comes along. They also tend towards procrastination, and dislike performing small, uninteresting tasks. ENFPs are most productive when working in a group with a few Js to handle the details and the deadlines.

- ENFPs are friendly folks. Most are really enjoyable people. Some of the most soft-hearted people are ENFPs. ENFPs have what some call a "silly switch." They can be intellectual, serious, all business for a while, but whenever they get the chance, they flip that switch and become CAPTAIN WILDCHILD, the scourge of the swimming pool, ticklers par excellence. Sometimes they may even appear intoxicated when the "switch" is flipped. One study has shown that ENFPs are significantly overrepresented in psychodrama. Most have a natural propensity for role-playing and acting.
- ENFPs like to tell funny stories, especially about their friends. This penchant may be why many are attracted to journalism. I kid one of my ENFP friends that if I want the sixth fleet to know something, I'll just tell him. ENFPs are global learners. Close enough is satisfactory to the ENFP, which may unnerve more precise thinking types, especially with such things as piano practice ("three quarter notes or four ... what's the difference?")
- Amazingly, some ENFPs are adept at exacting disciplines such as mathematics. Friends are what life is about to ENFPs, moreso even than the other NFs. They hold up their end of the relationship, sometimes being victimized by less caring individuals. ENFPs are energized by being around people. Some have real difficulty being alone, especially on a regular basis. One ENFP colleague, a social worker, had such tremendous interpersonal skills that she put her interviewers at ease during her own job interview. She had the ability to make strangers feel like old friends. ENFPs sometimes can be blindsided by their secondary Feeling function. Hasty decisions based on deeply felt values may boil over with unpredictable results. More than one ENFP has abruptly quit a job in such a moment.

## **RATIONALIST**

### **INTJ = Introverted Intuitive Thinking Judging**

- To outsiders, INTJs may appear to project an aura of "definiteness", of self-confidence. This self-confidence, sometimes mistaken for simple arrogance by the less decisive, is actually of a very specific rather than a general nature; its source lies in the specialized knowledge systems that most INTJs start building at an early age. When it comes to their own areas of expertise -- and INTJs can have several -- they will be able to tell you almost immediately whether or not they can help you, and if so, how. INTJs know what they know, and perhaps still more importantly, they know what they don't know.
- INTJs are perfectionists, with a seemingly endless capacity for improving upon anything that takes their interest. What prevents them from becoming chronically bogged down in this pursuit of perfection is the pragmatism so characteristic of the type: INTJs apply (often ruthlessly) the criterion "Does it work?" to everything from their own research efforts to the prevailing social norms. This in turn produces an unusual independence of mind, freeing the INTJ from the constraints of authority, convention, or sentiment for its own sake.
- INTJs are known as the "Systems Builders" of the types, perhaps in part because they possess the unusual trait combination of imagination and reliability. Whatever system an INTJ happens to be working on is for them the equivalent of a moral cause to an INFJ; both perfectionism and disregard for authority may come into play, as

INTJs can be unsparing of both themselves and the others on the project. Anyone considered to be "slacking," including superiors, will lose their respect -- and will generally be made aware of this; INTJs have also been known to take it upon themselves to implement critical decisions without consulting their supervisors or co-workers. On the other hand, they do tend to be scrupulous and even-handed about recognizing the individual contributions that have gone into a project, and have a gift for seizing opportunities which others might not even notice.

- In the broadest terms, what INTJs "do" tends to be what they "know". Typical INTJ career choices are in the sciences and engineering, but they can be found wherever a combination of intellect and incisiveness are required (e.g., law, some areas of academia). INTJs can rise to management positions when they are willing to invest time in marketing their abilities as well as enhancing them, and (whether for the sake of ambition or the desire for privacy) many also find it useful to learn to simulate some degree of surface conformism in order to mask their inherent unconventionality.
- Personal relationships, particularly romantic ones, can be the INTJ's Achilles heel. While they are capable of caring deeply for others (usually a select few), and are willing to spend a great deal of time and effort on a relationship, the knowledge and self-confidence that make them so successful in other areas can suddenly abandon or mislead them in interpersonal situations. This happens in part because many INTJs do not readily grasp the social rituals; for instance, they tend to have little patience and less understanding of such things as small talk and flirtation (which most types consider half the fun of a relationship).
- To complicate matters, INTJs are usually extremely private people, and can often be naturally impassive as well, which makes them easy to misread and misunderstand. Perhaps the most fundamental problem, however, is that INTJs really want people to make sense. :-) This sometimes results in a peculiar naivete', paralleling that of many Fs -- only instead of expecting inexhaustible affection and empathy from a romantic relationship, the INTJ will expect inexhaustible reasonability and directness.
- Probably the strongest INTJ assets in the interpersonal area are their intuitive abilities and their willingness to "work at" a relationship. Although as Ts they do not always have the kind of natural empathy that many Fs do, the Intuitive function can often act as a good substitute by synthesizing the probable meanings behind such things as tone of voice, turn of phrase, and facial expression. This ability can then be honed and directed by consistent, repeated efforts to understand and support those they care about, and those relationships which ultimately do become established with an INTJ tend to be characterized by their robustness, stability, and good communications.

### **INTP = Introverted Intuitive Thinking Perceiving**

- INTPs are pensive, analytical folks. They may venture so deeply into thought as to seem detached, and often actually are oblivious to the world around them. Precise about their descriptions, INTPs will often correct others (or be sorely tempted to) if the shade of meaning is a bit off. While annoying to the less concise, this fine discrimination ability gives INTPs so inclined a natural advantage as, for example,

grammarians and linguists. INTPs are relatively easy-going and amenable to almost anything until their principles are violated, about which they may become outspoken and inflexible. They prefer to return, however, to a reserved albeit benign ambiance, not wishing to make spectacles of themselves.

- A major concern for INTPs is the haunting sense of impending failure. They spend considerable time second-guessing themselves. The open-endedness (from Perceiving) conjoined with the need for competence (NT) is expressed in a sense that one's conclusion may well be met by an equally plausible alternative solution, and that, after all, one may very well have overlooked some critical bit of data. An INTP arguing a point may very well be trying to convince himself as much as his opposition. In this way INTPs are markedly different from INTJs, who are much more confident in their competence and willing to act on their convictions.
- Mathematics is a system where many INTPs love to play, similarly languages, computer systems--potentially any complex system. INTPs thrive on systems. Understanding, exploring, mastering, and manipulating systems can overtake the INTP's conscious thought. This fascination for logical wholes and their inner workings is often expressed in a detachment from the environment, a concentration where time is forgotten and extraneous stimuli are held at bay. Accomplishing a task or goal with this knowledge is secondary.
- INTPs and Logic -- One of the tipoffs that a person is an INTP is his or her obsession with logical correctness. Errors are not often due to poor logic -- apparent faux pas in reasoning are usually a result of overlooking details or of incorrect context. Games NTs seem to especially enjoy include Risk, Bridge, Stratego, Chess, Go, and word games of all sorts. (I have an ENTP friend that loves Boggle and its variations. We've been known to sit in public places and pick a word off a menu or mayonnaise jar to see who can make the most words from its letters on a napkin in two minutes.)
- The INTP mailing list has enjoyed a round of Metaphor, virtual volleyball, and a few 'finish the series' brain teasers. INTPs in the main are not clannish. The INTP mailing list, with a readership now in triple figures, was in its incipience fraught with all the difficulties of the Panama Canal: we had trouble deciding: whether or not there should be such a group, exactly what such a group should be called, and which of us would have to take the responsibility for organization and maintenance of the aforesaid group/club/whatever.

### **INFJ = Introverted Intuitive Feeling Judging**

- INFJs are distinguished by both their complexity of character and the unusual range and depth of their talents. Strongly humanitarian in outlook, INFJs tend to be idealists, and because of their J preference for closure and completion, they are generally "doers" as well as dreamers. This rare combination of vision and practicality often results in INFJs taking a disproportionate amount of responsibility in the various causes to which so many of them seem to be drawn.
- INFJs are deeply concerned about their relations with individuals as well as the state of humanity at large. They are, in fact, sometimes mistaken for extroverts because they appear so outgoing and are so genuinely interested in people -- a product of the Feeling function they most readily show to the world. On the contrary, INFJs are true

introverts, who can only be emotionally intimate and fulfilled with a chosen few from among their long-term friends, family, or obvious "soul mates."

- While instinctively courting the personal and organizational demands continually made upon them by others, at intervals INFJs will suddenly withdraw into themselves, sometimes shutting out even their intimates. This apparent paradox is a necessary escape valve for them, providing both time to rebuild their depleted resources and a filter to prevent the emotional overload to which they are so susceptible as inherent "givers." As a pattern of behavior, it is perhaps the most confusing aspect of the enigmatic INFJ character to outsiders, and hence the most often misunderstood -- particularly by those who have little experience with this rare type. Due in part to the unique perspective produced by this alternation between detachment and involvement in the lives of the people around them, INFJs may well have the clearest insights of all the types into the motivations of others, for good and for evil.
- The most important contributing factor to this uncanny gift, however, are the empathic abilities often found in Fs, which seem to be especially heightened in the INFJ type (possibly by the dominance of the introverted N function). This empathy can serve as a classic example of the two-edged nature of certain INFJ talents, as it can be strong enough to cause discomfort or pain in negative or stressful situations. More explicit inner conflicts are also not uncommon in INFJs; it is possible to speculate that the causes for some of these may lie in the specific combinations of preferences which define this complex type. For instance, there can sometimes be a "tug-of-war" between NF vision and idealism and the J practicality that urges compromise for the sake of achieving the highest priority goals. And the I and J combination, while perhaps enhancing self-awareness, may make it difficult for INFJs to articulate their deepest and most convoluted feelings.
- Usually self-expression comes more easily to INFJs on paper, as they tend to have strong writing skills. Since in addition they often possess a strong personal charisma, INFJs are generally well-suited to the "inspirational" professions such as teaching (especially in higher education) and religious leadership. Psychology and counseling are other obvious choices, but overall, INFJs can be exceptionally difficult to pigeonhole by their career paths. Perhaps the best example of this occurs in the technical fields. Many INFJs perceive themselves at a disadvantage when dealing with the mystique and formality of "hard logic", and in academic terms this may cause a tendency to gravitate towards the liberal arts rather than the sciences.
- However, the significant minority of INFJs who do pursue studies and careers in the latter areas tend to be as successful as their T counterparts, as it is \*intuition\* -- the dominant function for the INFJ type -- which governs the ability to understand abstract theory and implement it creatively. In their own way, INFJs are just as much "systems builders" as are INTJs; the difference lies in that most INFJ "systems" are founded on human beings and human values, rather than information and technology. Their systems may for these reasons be conceptually "blurrier" than analogous NT ones, harder to measure in strict numerical terms, and easier to take for granted -- yet it is these same underlying reasons which make the resulting contributions to society so vital and profound. Beneath the quiet exterior, INFJs hold

deep convictions about the weightier matters of life. Those who are activists - INFJs gravitate toward such a role - are there for the cause, not for personal glory or political power.

- INFJs are champions of the oppressed and downtrodden. They often are found in the wake of an emergency, rescuing those who are in acute distress. INFJs may fantasize about getting revenge on those who victimize the defenseless. The concept of 'poetic justice' is appealing to the INFJ. "There's something rotten in Denmark." Accurately suspicious about others' motives, INFJs are not easily led. These are the people that you can rarely fool any of the time. Though affable and sympathetic to most, INFJs are selective about their friends. Such a friendship is a symbiotic bond that transcends mere words.
- INFJs have a knack for fluency in language and facility in communication. In addition, nonverbal sensitivity enables the INFJ to know and be known by others intimately. Writing, counseling, public service and even politics are areas where INFJs frequently find their niche.

### **INFP = Introverted Intuitive Feeling Perceiving**

- "I remember the first albatross I ever saw. ... At intervals, it arched forth its vast archangel wings, as if to embrace some holy ark. Wondrous flutterings and throbbings shook it. Though bodily unharmed, it uttered cries, as some king's ghost in super natural distress. Through its inexpressible, strange eyes, methought I peeped to secrets not below the heavens. As Abraham before the angels, I bowed myself..." --(Herman Melville, Moby Dick)
- INFPs never seem to lose their sense of wonder. One might say they see life through rose-colored glasses. It's as though they live at the edge of a looking-glass world where mundane objects come to life, where flora and fauna take on near-human qualities.
- INFP children often exhibit this in a 'Calvin and Hobbes' fashion, switching from reality to fantasy and back again. With few exceptions, it is the NF child who readily develops imaginary playmates (as with Anne of Green Gables's "bookcase girlfriend"-her own reflection) and whose stuffed animals come to life like the Velveteen Rabbit and the Skin Horse: "...Generally, by the time you are Real, most of your hair has been loved off, and your eyes drop out and you get loose in the joints and very shabby. But these things don't matter at all, because once you are Real you can't be ugly, except to people who don't understand..." (the Skin Horse)
- INFPs have the ability to see good in almost anyone or anything. Even for the most unlovable the INFP is wont to have pity. Their extreme depth of feeling is often hidden, even from themselves, until circumstances evoke an impassioned response. Of course, not all of life is rosy, and INFPs are not exempt from the same disappointments and frustrations common to humanity. As INTPs tend to have a sense of failed competence, INFPs struggle with the issue of their own ethical perfection, e.g., performance of duty for the greater cause.
- An INFP friend describes the inner conflict as not good versus bad, but on a grand scale, Good vs. Evil. Luke Skywalker in Star Wars depicts this conflict in his struggle between the two sides of "The Force." Although the dark side must be reckoned with,



the animation and really made his comeback with the iPod). This is normal because the world is always changing and they know a lot more now than when they started. Successful people know that if their reasons for doing what they are doing changes, there is no point to continue.

- 6. Masters of Time** – Successful people are successful because they get a lot done. The only way to do that is by making the most out of the allotted 24 hours we all get. Extraordinary people value their time and see the direct connection between how they spend their time and their well-being. They are usually always on time and “train” those that deal with them to respect their schedule by implementing strict start and end times for meetings.
- 7. Strong Communicators** – People who can communicate effectively excel in life. Strong communicators understand that just because people speak English (or the dominant language in your country), it does not mean they understand each other. What makes them effective is that they are clear about and sensitive to the outcome they want to get from their communication and are flexible in their method of communication to achieve their outcome. They are experts at building rapport and separate what is being said from the meaning they put into what is being said.
- 8. Brave** – We’ve all heard the phrase “No risk. No reward.” but how many of us really take the risk necessary to get the reward we want? Not many but for those who do, they are the ones who make it and become successful. Successful people have the courage to begin AND the courage to continue. They are willing to not only bet but go “all in” on themselves. They are not afraid to burn bridges if it means moving forward.
- 9. Givers** – Successful people are generous givers. They know and are convinced of the “secret” that the more you give, the more you receive as long as you are genuine about your gifts. They operate on the principle embodied by Zig Ziglar’s quote, “You will get all you want in life if you help enough other people get what they want.” If you haven’t tapped into this secret, you should get started right away. Money isn’t the only thing you can give. You can give time, expertise, space, etc. Look for ways to open doors for people.
- 10. High Self-Esteem** – Extraordinary people believe they deserve their success and know that they can do anything they set their mind to. They understand that a mistake is something that they do and not who they are. They also monitor the warning signs of low self-esteem to ensure they always keep a positive self-image of themselves. They realize that self-esteem is a state of mind and choosing to have high self-esteem is much more useful than choosing to have low self-esteem.
- 11. Action Oriented** – We all know of people who have potential or talk a big game but accomplishes nothing. Those who spend all their time thinking about doing something will never succeed. Successful people are doers and not talkers. They don’t wait for conditions to be perfect before they take action. They just go for it, observe the feedback and then modify their next action accordingly. Those who don’t achieve much with their lives tend to use “would”, “should” and “could” a lot. Those who do get what they want are too busy achieving their next goal to explain themselves. If you suffer from procrastination, I encourage you to check out some practical ways to stop procrastinating.

- 12. Confident** – This is what helps successful people take action. Like the chicken and the egg, confidence helps you achieve your goals which in turn makes you more confident. A great way to be confident is remembering your past successes and overcoming your fear of failure. Signs of confidence include empowering others, not taking criticism personally, and understanding that the first time you do something is always the hardest and all subsequent times WILL get easier. Success is the combination of confidence with competence.
- 13. Readers** – Most if not all successful people like to read. If you believe that success leaves clues and that you can be successful by thinking and acting like a success person, then reading should be a part of your daily life. I've come to realize that with access to more books than I can read in several lifetimes, it is important to read the books that will make the most difference to you. Usually these are the books that will help you become a true expert in your field of your passion or challenge the limiting beliefs you have about yourself. So what should you read? Check out book recommendations from people who are doing what you want to do. Extraordinary people are life long learners who view mastery as an asymptote that they keep getting closer to but can never reach.
- 14. Trusts Intuition** – People who succeed in life trust their "gut". They may not be able to explain rationally why or how they made their decision but they knew it was the right thing to do. Successful people learn to harness the power of their subconscious by sending it "orders" from the conscious mind. This involves mentally visualizing the outcome beforehand and then being present to take in the data and information that will become the ingredients for your subconscious to deliver the "orders" that was sent. Learning how to meditate is also a great way to develop and get in touch with your intuition.
- 15. Curious and Embraces Possibility** – Two people are running a race and they come up to an immense wall blocking their path. One person sees the wall and starts getting down on himself for wasting his time and decides to quit the race before he wastes even more time. The other person immediately thinks about what the possibilities are for getting over the wall. Will he/she climb it, break through it, dig under it, etc? No matter which option he/she chooses, he/she immediately acts on their decision and collects feedback. Successful people adopt an attitude of curiosity and they truly feel that they can always learn something from someone else. They incorporate the great qualities of others while make a point to avoid the bad qualities.
- 16. Self Acceptance** – Polonius had it exactly right when he said "To thine own self be true". People who are successful don't pretend to be something they are not. This allows them to express their creativity freely and to not worry about hiding who they really are. The best way to accept yourself is to genuinely appreciate and accept others. If you tend to judge other people, you're probably not very accepting of yourself either. The worse type of rejection is self-rejection.
- 17. Big Dreams** – I have yet to read a biography of a successful person who didn't have grand dreams for what they would accomplish. Sir Richard Branson, Walt Disney and Sam Walton all had big dreams and for the most part achieved more than they originally imagined. This is one of the reasons they became successful. They are not afraid to dream big and then go for it. If you want to know whether someone will be

successful, ask them about their dreams. If they sound plausible, then they are not dreaming big enough.

- 18. Well Rounded and Balanced** – Truly successful people strive to be successful in all aspects of their lives. They live healthy lives, become financially independent, nurture meaningful relationships, develop personal mastery and accomplish their professional goals. They know that sacrificing one key area to achieve another will not help them maximize their true potential. It is hard to be your best and to contribute when you have to worry about how you are going to pay the rent.
- 19. Excellent Network** – Successful people understand the importance of relationships and how it is one of the most important factors in achieving your goals. They also realize that the best way to build a great network is to give help to others first with no expectation of reward. Those who constantly take without giving usually do very poorly on building a solid network.
- 20. Enthusiastic** – A sure sign of someone extraordinary is the enthusiasm they have about their passion and their life. They wake up in the morning excited about their day because they know it is going to bring them one step closer to achieving their dream. Successful people tend to be leaders because others are attracted to their enthusiasm and become followers hoping to experience the same excitement and energy.
- 21. Admits Mistakes** – There are two things you can do to guarantee that you will NOT be successful in the future: Blaming Others and Making Excuses. When you do these two things, you give up both your responsibility and power. When something goes wrong and you blame other people or make excuses, you are clearly stating that you have no power in this situation and things are happening to you and not because of you. Great people admit when they are wrong so they can focus on the solution and not waste energy finding a scape goat. Check out what Albert Einstein can teach us about setbacks.
- 22. Mindset of Abundance** – Successful people don't view happiness or success as a finite resource where achieving happiness and success for yourself means denying someone else happiness and success. They believe that there is enough to go around and it is more about creating value and not competition. This is the quality that allows them to be happy for other people's successes. This mindset also encourages empowerment of others. If you think \$10,000 is a lot to spend on a hotel room, check out this article by Steve Pavlina.
- 23. Good Character** – Heroes are people who triumph. Think of all the heroes you know (in movies, books and real life). Don't they all act with honesty and integrity? Aren't they usually generous with others and frugal with themselves? Doesn't everyone look up to them? Being a hero that triumphs in life is no different.
- 24. Great Company** – As I experience and observe more and more of life, I've come to realize that you really can learn a lot about someone by the company that they keep. Test this by looking at people you know and the people they hang out with. You can go as far as to test the idea that a person's salary is usually the average of the five people they hang out with the most. This happens because people with similar beliefs tend to get along and stick together. If a group averages \$65,000/year and someone in the group believes that they can make \$65,000/hour, the other people in

the group will think that is ridiculous. Yet in the group where everyone makes \$65,000/hour, the person making \$65,000/year will probably second guess his/her own beliefs concerning earning ability. What does that mean for you? Surround yourself with people living the life you want to live and adopt their beliefs and habits.

- 25. Listener** – Everyone wants to be a great speaker but how many people strive to be excellent listeners. People who listen succeed in life because they are able to hear and understand the needs of other people and to focus their energy on meeting those needs. The fastest way to be a good conversationalist is to listen well and ask questions.
- 26. Self Control** – Successful people rarely lose control. They don't go into panics or blind rages. They have learned to control their emotions and to consciously (or subconsciously) put themselves in a resourceful state. They understand that they can't change other people or what's happening to them but they can change how they react to it and how they feel about it. Another sign of self control is doing what you're suppose to do despite how you feel about it.
- 27. Prepared** – Extraordinary people are always prepared. They not only have a plan B but also a Plan C, D, E and F. They mentally rehearse and visualize the possibilities vividly so that when the actual situation occurs, their brains will "remember" what to do.
- 28. Choice** – People who are successful are in control. They know they ALWAYS have a choice. They don't feel victimized by their genetics, history and/or circumstances and they truly believe that the past does not determine the future. They write the script to their lives.
- 29. Self Reliant** – Successful people rely on themselves. They don't need permission to do what they want and they don't give other people permission to slow them down by relying on them. They believe in themselves and their ability to achieve their dreams whether anyone helps them or not. What's interesting is that it is exactly this type of attitude that attracts others to want to help you. Samuel Smiles writes about this exact topic in his book, Self-Help.
- 30. Energy Conscious** – Those who become great understand that successfully managing their energy is just as important if not more so than managing their time (Quality #6). One of the most important principles in energy management is knowing that rest is as important as action. Successful people are aware that low energy produces poor results and this violates their need for excellence (Quality #2). One of the best ways to manage your energy is to sleep your way to success.

**Of these qualities, which do you feel you have? Why?**

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## PERSONAL ATTRIBUTES/QUALITIES/CHARACTERISTICS

Able	Blunt	Conscientious	Dignified
Abnormal	Boastful	Conservative	Diligent
Absent-minded	Boisterous	Considerate	Diplomatic
Abusive	Boldness	Consistent	Direct
Accepting	Boring	Constructive	Disagreeable
Accommodating	Bossy	Content	Discerning
Accountable	Broad-minded	Controlling	Disciplined
Accurate	Bright	Conventional	Discontented
Active	Brilliant	Convincing	Discreet
Adaptable	<b>Callous</b>	Cooperative	Discriminating
Adept	Calm	Cordial	Dishonest
Admirable	Candid	Courageous	Dishonorable
Adventurous	Cantankerous	Courteous	Dislikable
Affectionate	Capable	Cowardly	Disobedient
Affirming	Careful	Crabby	Disrespectful
Aggressive	Careless	Crafty	Disruptive
Agile	Caring	Cranky	Dissatisfied
Agreeable	Casual	Creative	Distrustful
Aimless	Caustic	Critical	Disturbed
Alert	Cautious	Crude	Diverse
Alluring	Changeable	Cruel	Dominating
Altruistic	Charming	Cultured	Domineering
Ambitious	Cheerful	Cunning	Dramatic
Amiable	Childish	Curious	Dreary
Amusing	Choosy	Cynical	Dull
Analytical	Civil	<b>Dainty</b>	Dutiful
Angry	Clean	Daredevil	Dynamism
Annoying	Clear-Minded	Daring	Eager
Antisocial	Clever	Daydreamer	Earnest
Anxious	Clownish	Deceitful	Easy-going
Apathetic	Clumsy	Decent	Eccentric
Appreciative	Coherent	Deceptive	Economical
Apprehensive	Cold	Decisive	Educated
Ardent	Comforting	Dedicated	Effective
Argumentative	Comical	Deferential	Efficient
Articulate	Committed	Definite	Egotistical
Artificial	Communicative	Deliberate	Elegant
Artistic	Companionable	Delicate	Emotional
Assertive	Compassionate	Delightful	Empathetic
Attentive	Competent	Demanding	Encouraging
Authentic	Competitive	Demure	Energetic
Authoritative	Complainer	Dependable	Enterprising
Average	Composed	Dependent	Entertaining
Awesome	Compulsive	Depressed	Enthusiastic
<b>Balanced</b>	Conceited	Determined	Envious
Bashful	Confident	Devoted	Ethical
Beautiful	Conformist	Devout	Evasive
Belligerent	Congenial	Dexterous	Excellent
Belonging			Exceptional
			Excitable
			Experienced

Explorative	Grave	Inconsistent	Listless
Expressive	Greedy	Individualistic	Literary
Extravagant	Grouchy	Industrious	Lithe
Extroverted	Guarded	Independent	Lively
Exuberant	Gullible	Indifferent	Logical
<b>Fair</b>	<b>Happy</b>	Indiscreet	Lonesome
Fashionable	Hard-working	Inefficient	Long-winded
Fastidious	Hateful	Inexperienced	Lonely
Faithful	Headstrong	Indecisive	Loud-mouthed
Familiar	Healthy	Industrious	Lovable
Family-oriented	Heartless	Informal	Loyal
Fearful	Hearty	Ingenious	Lucky
Fearless	Helpful	Innocent	<b>Maladjusted</b>
Ferocious	Helpless	Innovative	Malicious
Fickle	Hesitant	Inoffensive	Masterful
Fiery	High-spirited	Inquisitive	Maternal
Finicky	High-strung	Insecure	Materialistic
Firm	Hot-headed	Insensitive	Mathematical
Flaky	Holy	Insightful	Mature
Flashy	Honest	Insincere	Mean
Flexible	Honorable	Insolent	Meddlesome
Focused	Hopeful	Inspiring	Meditative
Foolhardy	Hostile	Instrumental	Mediocre
Foolish	Humble	Insulting	Meek
Forceful	Humorless	Intellectual	Melancholy
Forgetful	Humorous	Intelligent	Meritable
Forgiving	Hypochondriac	Interesting	Messy
Forthright	Hypercritical	Intolerant	Methodical
Forward	Hysterical	Intuitive	Meticulous
Frank	<b>Idealistic</b>	Inventive	Middle-class
Free-willed	Idiotic	Irrational	Miserable
Friendly	Idle	Irreligious	Misfit
Frivolous	Ill-mannered	Irritable	Moderate
Frugal	Illogical	Irritating	Modern
Frustrated	Ill-tempered	<b>Jovial</b>	Modest
Funny	Imaginative	Joyful	Moody
Fussy	Imitative	Judgmental	Moralistic
<b>Generous</b>	Immature	Judicious	Morose
Gentle	Immodest	Jumpy	Motivated
Genuine	Impatient	<b>Keen</b>	Musical
Gloomy	Impetuous	Kind	<b>Naïve</b>
Godly	Impolite	<b>Lazy</b>	Narrow-mind
Good	Impractical	Leadership	Nasty
Good-humored	Impressionable	Leery	Natural
Good-natured	Impressive	Level-headed	Naughty
Gossipy	Impulsive	Liar	Neat
Graceful	Inactive	Lifeless	Negative
Gracious	Inattentive	Light-hearted	Neglectful
Grateful	Incompetent	Likeable	Negligent

Nervous	Petulant	Religious	Shallow
Neurotic	Philosophical	Reluctant	Sharp
Nice	Phony	Resentful	Short-tempered
Noisy	Picky	Reserved	Show-off
Nonchalant	Playful	Resigned	Shrewd
Non-confident	Pleasant	Resilient	Shy
Nonconforming	Poised	Resourceful	Silent
Non-inquisitive	Polite	Respectable	Silly
Normal	Pompous	Respectful	Simple
Nosey	Popular	Responsible	Sincere
Numb	Possessive	Restless	Skeptical
<b>O</b> bedient	Positive	Restrained	Skillful
Objective	Powerful	Results-oriented	Sloppy
Obliging	Practical	Righteous	Slovenly
Obnoxious	Precise	Rigorous	Slow
Observant	Prejudiced	Romantic	Sly
Obstinate	Prepared	Rude	Smart
Offensive	Preoccupied	<b>S</b> ad	Smug
Old-fashioned	Prideful	Sassy	Snobbish
Open-minded	Productive	Sarcastic	Sober
Opinionated	Profane	Satirical	Sociable
Opportunist	Professional	Scheming	Social
Optimistic	Proficient	Scientific	Soft-spoken
Orderly	Progressive	Scolding	Solemn
Ordinary	Prompt	Scornful	Somber
Original	Proud	Secure	Sophisticated
Outgoing	Provocative	Sedate	Soulful
Outspoken	Prudent	Self-actualized	Soulless
Outstanding	Punctual	Self-assured	Sound
Overcautious	Purposeful	Self-centered	Spendthrift
Overconfident	Purposeless	Self-concerned	Spiteful
Overcritical	<b>Q</b> uality-oriented	Self-confident	Spirited
Oversensitive	Quarrelsome	Self-conscious	Spontaneous
<b>P</b> assionate	Quick	Self-contented	Squeamish
Passive	Quick-witted	Self-controlled	Stable
Paternal	Quiet	Self-critical	Steady
Patient	<b>R</b> adical	Self-disciplined	Stern
Patriotic	Rash	Selfish	Stingy
Peaceful	Rational	Self-less	Stoic
Pensive	Realistic	Self-motivated	Strategic
Perceptive	Reasonable	Self-possessed	Strict
Perfectionist	Reassuring	Self-reliant	Striking
Persevering	Rebellious	Self-righteous	Strong
Persistent	Receptive	Self-satisfied	Strong-minded
Persnickety	Reckless	Sensible	Strong-willed
Personable	Reclusive	Sensitive	Structured
Persuasive	Refined	Sentimental	Stubborn
Pessimistic	Relaxed	Serene	Studious
Petty	Reliable	Serious	Stupid

Suave	Uncompromising	Unskilled	<b>W</b> arm
Submissive	Uncongenial	Unsociable	Wary
Subtle	Unconventional	Unsophisticated	Wasteful
Successful	Uncooperative	Unsportsmanlike	Watchful
Sullen	Uncultured	Unstable	Weak
Superficial	Undecided	Unstudious	Well-behaved
Superstitious	Undependable	Unsure	Well-bred
Supportive	Underhanded	Unsympathetic	Well-developed
Suspicious	Understanding	Unsystematic	Well-intentioned
Sweet	Unemotional	Unthinking	Well-organized
Sympathetic	Unenterprising	Untidy	Well-mannered
Systematic	Unenthusiastic	Untiring	Well-read
<b>T</b> actful	Unethical	Untrustworthy	Well-respected
Tactless	Unforgiving	Untruthful	Well-rounded
Talented	Unfriendly	Unwilling	Well-spoken
Talkative	Unguarded	Unwise	Willful
Team player	Ungraceful	Uptight	Willing
Temperamental	Ungracious	Useful	Wise
Tenacious	Ungrateful	<b>V</b> ain	Wishy-washy
Tender	Unhappy	Versatile	Withdrawing
Tense	Unhealthy	Vigilant	Withdrawn
Testy	Unhelpful	Vigorous	Witty
Thankful	Unimaginative	Visionary	Wholesome
Theatrical	Unindustrious	Vital	Wonderful
Thorough	Uninspiring	Vivacious	Wordy
Thoughtful	Unintellectual	Volcanic	Worrisome
Thoughtless	Unintelligent	Vulgar	<b>Y</b> oung-at-heart
Thrifty	Uninteresting	Vulnerable	<b>Z</b> ealous
Tidy	Unique		
Timely	Uninquisitive		
Timid	Unkind		
Tiresome	Unlucky		
Tolerant	Unmethodical		
Touchy	Unmotivated		
Tough	Unobliging		
Traditional	Unobservant		
Tranquil	Unoriginal		
Troubled	Unpleasant		
Troublesome	Unpleasing		
Trusting	Unpoised		
Trustworthy	Unpopular		
Truth-seeking	Unpredictable		
<b>U</b> ltra-critical	Unproductive		
Unagreeable	Unpunctual		
Unappealing	Unreasonable		
Unappreciative	Unreliable		
Unbalanced	Unromantic		
Uncertain	Unruly		
Uncivil	Unselfish		

**Underline or highlight the attributes above that apply to you.  
From the list above, list the top 20 attributes that describe you.**

<b>1.</b>	<b>11.</b>
<b>2.</b>	<b>12.</b>
<b>3.</b>	<b>13.</b>
<b>4.</b>	<b>14.</b>
<b>5.</b>	<b>15.</b>
<b>6.</b>	<b>16.</b>
<b>7.</b>	<b>17.</b>
<b>8.</b>	<b>18.</b>
<b>9.</b>	<b>19.</b>
<b>10.</b>	<b>20.</b>

**From the list above, list 20 attributes you wish you had.**

<b>1.</b>	<b>11.</b>
<b>2.</b>	<b>12.</b>
<b>3.</b>	<b>13.</b>
<b>4.</b>	<b>14.</b>
<b>5.</b>	<b>15.</b>
<b>6.</b>	<b>16.</b>
<b>7.</b>	<b>17.</b>
<b>8.</b>	<b>18.</b>
<b>9.</b>	<b>19.</b>
<b>10.</b>	<b>20.</b>

**List 5 attributes others have used to describe you and why each one does?**

**1.**  
\_\_\_\_\_  
\_\_\_\_\_

**2.**  
\_\_\_\_\_  
\_\_\_\_\_

**3.**  
\_\_\_\_\_  
\_\_\_\_\_

**4.**  
\_\_\_\_\_  
\_\_\_\_\_

**5.**  
\_\_\_\_\_  
\_\_\_\_\_



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**Everyone Has Strengths & Weaknesses:** Understanding your personal strengths and weaknesses can help you to utilize your strengths to your benefit and modify your weaknesses to improve yourself and your success in life.

**Strengths:** traits you can use now

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<b>Integrity</b>	This is a virtue that includes confidentiality, observing policies and procedures, being able to maintain value and ethics when under pressure or when faced with opposition.
<b>Self-discipline</b>	It includes avoiding distractions, self-motivation, setting goals, not procrastinating and controlling personal behavior.
<b>Communication</b>	This includes both written and verbal communication skills. Examples of verbal include presentations, conflict management and active listening among many while written includes correspondence and reports.
<b>Problem solving</b>	Being able to analyze problems, to find cause and possible solutions, ability to identify and define problems, coming up with and implementing best solutions.
<b>Teamwork</b>	Communicating effectively with team members, listening and encouraging them, respect, contributing to team objectives and working effectively in a team.
<b>Initiative</b>	This is simply taking steps to make your job and the company better. e.g. identifying needs and coming up with solutions, providing ideas for improvement, etc.
<b>Persistence/Resilience</b>	Includes staying enthusiastic after a setback, overcoming obstacles to achieve, taking criticism positively, dealing with disappointment effectively and handling rejection.
<b>Judgment/Decision making</b>	It includes following through on decisions, coming up with viable alternatives, gathering the necessary information to make a sound decision after considering the pros and cons of each.
<b>Planning/organizational skills</b>	Includes multitasking, meeting the set deadlines, managing time, keeping up with calendars or schedules, setting and achieving objectives and goals.
<b>Diligence/Strong work ethic</b>	Includes working hard, maintaining good quality work, doing more than that which is required, taking on extra hours, finishing projects before or on time and working without supervision.
<b>Flexible and adaptable</b>	Able to change activities and priorities to meet new demands, willing to learn new skills and knowledge, make a positive effort to accept changes, able to work and communicate effectively with diverse people, willing to work in different environments, willing to attempt new tasks.

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<b>Gathering, analyzing, managing information</b>	Collect required information efficiently from different sources, integrate information and put it together in a logical format, process information, identify trends and patterns, distribute and communicate information correctly, store and maintain information efficiently.
<b>Coaching/mentoring</b>	Willing and able to coach others, enable and facilitate learning, impart knowledge, help people to identify and achieve what they are capable of, assess training and learning needs, develop appropriate learning interventions, adapt teaching/coaching style to meet employee's needs.
<b>Reliable/dependable</b>	Consistent work performance, complete projects accurately and within deadlines, arriving on time, fulfilling obligations, following through on commitments, checks own work, corrects own work, complies with workplace policies and procedures, takes responsibility for own actions.
<b>Self-reliant/self-management</b>	Uses own resources, skills and abilities fully, accountable for own activity, progress and success, manages self towards goals, completes projects and activities independently, obtains own help and assistance, internally motivated and does not seek external rewards for good performance.
<b>Persuasive</b>	Evident in selling, customer management, negotiating, dealing with objections, getting agreement/commitment from co-workers/management, presenting ideas, motivating people, gaining the confidence of others.
<b>Energetic</b>	Works long hours, maintains fast work pace, tackles challenging tasks, stays positive, takes on extra tasks, maintains high productivity levels, tenacious in achieving goals.

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**Weaknesses:** characteristics that should be modified for personal improvement

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<b>Impatience</b>	Being impatient with co-workers on their standard of performance or that their pace is slower than your expectation.
<b>Over-talkative</b>	These people are always a distraction to others and are constantly being distracted. They are not discreet and are almost never at their desks.
<b>Unassertive</b>	They agree on anything and with everyone despite what they feel on the topic and so they are constantly being used by others. They are not able to say No.
<b>Stubborn/Uncompromising</b>	They find it difficult to adapt to changes and are not flexible. They don't accept new ideas and communication is often one way.
<b>Procrastination</b>	Always rushing to complete tasks the last minute. Missing or postponing deadlines and always asking for help in finishing tasks. Often exhibit low productivity.

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<b>Reluctance to share/ Delegate tasks</b>	Such people don't share tasks and they don't have confidence in coworkers, they don't utilize the resources and skills of others fully and are constantly checking up on coworkers.
<b>Controlling/ Strong-willed</b>	Such people on achieving their goals are single-minded and they don't accept direction easily. When it comes to the needs or feelings of others, they can be insensitive as they want to take charge.
<b>Being too sensitive</b>	This is more like thinking with your heart rather than your head. One gets too disappointed and takes things personally.
<b>Being a debater</b>	An individual becomes too passionate with work and for any changes they require a reason. It can be good for a project or product, but it might not sit well with others.
<b>Lack of some skills</b>	No person has all the requisite skills for the job profile. There is no one person who has all the skills for the job. Just show them your willingness and ability to learn.

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**Strength Building Equation:** Talent X Investment = Strength

- Talent = natural way of thinking, feeling, or behaving
  - Investment = time spent practicing, developing skills, and building knowledge base
  - Strength = ability to provide consistent, near-perfect performance
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<b>Strengths</b>		<b>Weaknesses</b>	
Forceful	Humorous	Fearful	Indifferent
Enthusiastic	Friendly	Obstructive	Intolerant
Spontaneous	Determined	Pushy	Wasteful
Trustworthy	Patient	Loose-tongued	Stubborn
Respectful	Orderly	Mistrustful	Reckless
Tolerant	Disciplined	Undisciplined	Inhibited
Observant	Ambitious	Sloppy	Naive
Optimistic	Dedicated	Rude	Greedy
Caring	Flexible	Contemptuous	Fanatical
Generous	Logical	Short-sighted	Dull
Practical	Open	Passive	Arrogant
Considerate	Accurate	Aggressive	Lazy
Self-assured	Independent	Bossy	Selfish
Inspiring	Intelligent	Chaotic	Complaining
Adventurous	Tactful	Cynical	Impatient
Lively	Creative	Blunt	Hard
Persuasive	Honest	Stand-offish	Shallow
Serious	Straightforward	Vague	Strict
Idealistic	Appreciative	Inflexible	Shy
Warm	Versatile	Moody	Prejudiced

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**TALENTS & SKILLS:** Everyone has special talents or skills that they can utilize to be more successful and enjoy life more.

Underline or highlight the skills you possess.

A Knack for	Enhanced Taste	Magic	Sailing
Languages	Buds	Making People	Scuba
A Way with Animals	Esthetician	Laugh	Sculpting
Acupuncture	Exceptional	Martial Arts	Self Defense
Aerobics	Memory	Mathematician	Sewing
Animal Trainer	Farming	Mechanically-minded	Sharpshooting
Archery	Fencing	Mentalism	Singing
Aromatherapy	Fishing	Methodology	Skateboarding
Astral Projection	Football	Midas Touch	Skeet shooting
Astrological	Frisbee	Mimicking	Sleight-of-Hand
Divination	Foraging	Motocross	Soccer
Badminton	Gaming	Mountain Climbing	Softball
Baking	Gardening	Multilingual	Strategic Thinking
Baseball	Golf	Multitasking	Strong Breath
Basic First Aid	Gun Handling	Musicality	Control
Basketball	Gymnastics	Organization	Stunt person
Being a Good	Handball	Pantomime	Surfing
Listener	Hang Gliding	Parachuting	Super Strength
Bicycling	Haggling	Parasailing	Survival Skills
Billiards	Having a Silver	Parkour	Swift-footed
Blending In	Tongue	Photographic	Swimming
Boating	Herbalism	Memory	Talking With The
Body Building	Horseback Riding	Photography	Dead
Bowling	Hospitality	Ping Pong	Tennis
Boxing	Hot Wiring a Car	Promotion	Throwing One's
Canoeing	High Pain Tolerance	Psychokinesis	Voice
Carpentry	Ice Skating	Racquetball	Track and Field
Cheerleading	Instruments	Reading People	Trampoline
Chorus	Jet Skiing	Reading The	Trap Shooting
Combat	Juggling	Weather	Unicycle
Confidant	Kayaking	Regeneration	Volleyball
Croquet	Kickboxing	Repelling	Water Polo
Dancing	Knife-Throwing	Re-purposing	Water Skiing
Diving	Knowledge of	Rock Climbing	Weight Lifting
ESP (Clairvoyance)	Explosives	Rodeo	Whittling
Empathy	Licensed Pilot	Roller Blading	Wilderness
Enhanced Hearing	Linguistics	Roller Skating	Navigation
Enhanced Sense of	Lipreading	Rugby	Windsurfing
Smell	Lying		Wrestling



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## Feelings when your needs are satisfied

### AFFECTIONATE

compassionate  
friendly  
loving  
open hearted  
sympathetic  
tender  
warm

### CONFIDENT

empowered  
open  
proud  
safe  
secure

### HOPEFUL

expectant  
encouraged  
optimistic

### GRATEFUL

appreciative  
moved  
thankful  
touched

### INSPIRED

amazed  
awed  
wonder

### PEACEFUL

calm  
carefree  
clear headed  
comfortable  
centered  
content

### Equanimeous

fulfilled  
mellow  
quiet  
relaxed  
relieved  
satisfied  
serene  
still  
tranquil  
trusting

### ENGAGED

absorbed  
alert  
curious  
engrossed  
enchanted  
entranced  
fascinated  
interested  
intrigued  
involved  
spellbound  
stimulated

### REFRESHED

enlivened  
rejuvenated  
renewed  
rested  
restored  
revived

### EXHILARATED

blissful  
ecstatic  
elated  
enthralled  
exuberant  
radiant  
rapturous  
thrilled

### JOYFUL

amused  
delighted  
glad  
happy  
jubilant  
pleased  
tickled

### EXCITED

amazed  
animated  
ardent  
aroused  
astonished  
dazzled  
eager  
energetic  
enthusiastic  
giddy  
invigorated  
lively  
passionate  
surprised  
vibrant

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## Feelings when your needs are not satisfied

<b>AFRAID</b> apprehensive dread foreboding frightened mistrustful panicked petrified scared suspicious terrified wary worried	<b>CONFUSED</b> ambivalent baffled bewildered dazed hesitant lost mystified perplexed puzzled torn	<b>DISQUIET</b> agitated alarmed discombobulated disconcerted disturbed perturbed rattled restless shocked startled surprised troubled turbulent turmoil uncomfortable uneasy unnerved unsettled upset	<b>FATIGUE</b> beat burnt out depleted exhausted lethargic listless sleepy tired weary worn out	<b>PAIN</b> agony anguished bereaved devastated grief heartbroken hurt lonely miserable regretful remorseful
<b>ANNOYED</b> aggravated dismayed disgruntled displeased exasperated frustrated impatient irritated irked	<b>DISCONNECT</b> alienated aloof apathetic bored cold detached distant distracted indifferent numb removed uninterested withdrawn	<b>EMBARRASSED</b> ashamed chagrined flustered guilty mortified self-conscious	<b>AVERSION</b> animosity appalled contempt disgusted dislike hate horrified hostile repulsed	<b>SAD</b> depressed dejected despair despondent disappointed discouraged disheartened forlorn gloomy heavy hearted hopeless melancholy unhappy wretched
<b>ANGRY</b> enraged furious incensed indignant irate livid outraged resentful	<b>VULNERABLE</b> fragile guarded helpless insecure leery reserved sensitive shaky		<b>TENSE</b> anxious cranky distressed distraught edgy fidgety frazzled irritable jittery nervous overwhelmed restless stressed out	<b>YEARNING</b> envious jealous longing nostalgic pining wistful

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**Highlight or underline the feelings you experience on a regular basis. Be honest with yourself.**

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