

# The Sixteen Types

Edited from  
*Please Understand Me II*  
by  
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Each of the four temperaments—Artisans (SPs), Guardians (SJ), Idealists (NFs), and Rationals (NTs)—shares its own core set of personality traits. (See the end of this booklet for a chart listing and comparing these many traits.) But each temperament is also made up of four distinct personality types, and the individual portraits of these sixteen types begin on the following pages. Remember that these type portraits only scratch the surface of the Artisan, Guardian, Idealist, and Rational characters. For comprehensive and detailed descriptions of the four temperaments, refer to *Please Understand Me II*.

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## The Four Artisan Types

### The Promoter [ESTP]

Of all the Artisans, Promoters [ESTPs] are easily the most **persuasive**, the most **winning**, able to put forward an enterprise, or a scheme, and then to win others' confidence to go along with what they propose. In a sense, Promoters are able to operate people with much the same skill as Crafters [ISTPs] operate machines, vehicles, weapons, and other tools. It might be said that people are instruments in the hands of these Promoters, and that they play them artistically.

There are lots of Promoters, maybe ten or so percent of the population, and life is never dull around them. Witty, clever, and fun, they live with a **theatrical** flourish which makes even the most routine events seem **exciting**. Not that they waste much time on routine events. Promoters have a knack for knowing where the action is. They always seem to have tickets to the hot show or big game (or can get them when others can't), and they usually know the best restaurants, where the headwaiters are likely to call them by name. To be sure, ESTPs have a hearty appetite for the finer things of life, the best food, the best wine, expensive cars, and fashionable clothes. And they are extremely smooth in social circles, knowing many, many people by name, and knowing how to say just the right thing to most everyone they meet. None are as **socially sophisticated** as they, none as suave and polished—and none such masters at handling the people around them.

Promoters are so **engaging** with people that they might seem to possess an unusual amount of empathy, when in fact this is not the case. Rather, they are uncanny at reading people's faces and observing their body language, hypersensitive to the tiniest nonverbal cues that give away the other's attitudes. Promoters keep their eyes on their audience, ever on the lookout for signs of assent or dissent, and with nerves of steel they will use this minute-by-minute information to achieve the ends they have in mind—which is to get the audience on their side. Winning people over with this kind of brinkmanship might seem exhausting to others, but Promoters are exhilarated by working **in the moment**, and close to the edge. Indeed, a theme of seeking excitement through taking risks runs throughout their lives.

Promoters can be ruthless in action, willing to do whatever it takes to achieve their goals, and this is what allows them to be such capable

**troubleshooters** and **negotiators**. Concerned more with what works than with traditions or moral niceties, they can keep their cool in crises and operate freely, since they do not stand on ceremony, do not worry much about justifying their actions, and are ready to use all **maneuvers** that can get them where they want to go. Thus ESTPs are invaluable as hired gun administrators who can pull troubled companies or departments out of the red very quickly, and with style. Thus, too, they make the very best negotiators, willing to put anything and everything on the table, which gives them an advantage over opponents who might hold some asset or procedure as sacred and thus non-negotiable.

Promoters can be sharp **entrepreneurs**, able to swing deals and kick-start enterprises in a way no other type can, although they ordinarily have little patience with following through and mopping up. This **impatience** can obscure their extraordinary talents, since people lose sight of their contributions and focus on the little things they've left undone, criticizing their weaknesses rather than appreciating their strengths. Few companies or institutions use this type of Artisan as they should be used. But neither does this type always succeed when they strike out on their own, because their unwillingness to bother with follow-up details may cause an otherwise excellent project to fail. Whenever possible, ESTPs need careful, methodical assistants who will take care of completing their operations.

If the entrepreneurial capabilities of Promoters are used to constructive ends, an institution—or a nation—is fortunate for their presence. ESTPs are without peer as deal-makers, sales promoters, arbitrators, and negotiators, just as they make **bold** defense lawyers, **aggressive** industrialists and real estate developers, and **flamboyant** show-business producers. And Promoters have been some of America's most **charismatic** political leaders, including Andrew Jackson, Teddy Roosevelt, Franklin Roosevelt, John Kennedy, and Lyndon Johnson. On the other hand, if their desire for excitement is not met constructively, they may channel their energies into antisocial activities such as those of the con artist.

Although nothing is too good for their friends, Promoters are rarely interested in long-term commitments with their mates, and at times fail to give their family responsibilities first priority. All relationships are essentially conditional for ESTPs, with their eye on what they have to gain by their investment. As long as there is a social or sexual payoff for them, they can be captivating mates, giving freely and **generously** to their spouses, and bringing **playfulness** and **surprise** to their relationships. Concerning matters of personal sympathy and family commitment, however, they can be less generous, and their mates may in time come to feel like possessions or negotiable commodities.

Promoters are **energetic** and **fun-loving** parents, acting in this role

much like children themselves. They will arrange lavish birthday parties for their kids, with the latest toys and equipment in abundance. They will push their kids to take up competitive sports and to play hard at them—“nice guys finish last” they say. And they are proud to have their kids tackle exciting, even dangerous activities, surfing, skiing, racing, rock-climbing, and so on, and will often participate with them. However, while they **entertain** and **play** with their children, they can be impatient with weakness or timidity in them, and are all too often unavailable for the personal chat or the quiet moment of sharing.

Charming, confident, popular, these tough, outgoing Artisans carry on light repartee with friends and colleagues, the laughter surrounding them as they recount from their endless supply of quips, anecdotes, and jokes. At the same time, these **smooth operators** are usually something of a mystery to others. While they live in the moment and lend excitement—and unpredictability—to all their relationships, they rarely let anyone get really close to them. They have a low tolerance for anxiety and are likely to leave relationships that are filled with interpersonal tensions. Promoters understand well the maxim, “He who travels fastest, travels alone,” although they are not likely to be lonely for long, since their boldness and sense of adventure tends to make them highly attractive to many other people.

## The Crafter [ISTP]

The nature of the Crafter Artisans [ISTPs] is most clearly seen in their masterful operation of tools, equipment, machines, and instruments of all kinds. From microscopic drill to supersonic jet, from tiny scalpel to giant crane, a tool is any piece of equipment that extends or varies human powers—vehicles, lifters, cutters, and weapons are just four of the many categories of the tools that surround us. All of us use tools in some capacity, of course, but these ISTPs (as much as ten percent of the population) are the true masters of tool work, with an innate ability to command tools and to become expert at all the crafts requiring **tool skills**. Even from an early age they are drawn to tools as to a magnet—tools fall into their hands demanding use, and they must manipulate them. In fact, if a given tool is operated with a precision that defies belief, that operator is likely a Crafter.

The Crafter’s tool artisanship is masterful, but it is also born of impulse rather than of deliberate purpose. For these Artisans, action is more enjoyable—and more effective—if it is **impulsive**, unplanned, serving no purpose other than the doing. Crafters prefer their actions to be spontaneous and unfettered; they want to follow their own lead, and to have their own

impulses not subject to rules, regulations, or laws. To be sure, Crafters can be fiercely **insubordinate**, seeing authority as unnecessary and even annoying. It is not so much a matter of going against regulations as it is simply ignoring them, and not allowing them to influence execution. Crafters must be free to do their thing, varying each new move as the urge strikes them, and they are proud of their ability to make the next move skillfully. In a sense, ISTPs do not work with their tools, but **play** with them on impulse and not on schedule. If an externally imposed schedule coincides with their impulse, fine; if not, so much the worse for the schedule.

Crafters also seek **fun and games** on impulse, looking for any opportunity, and just because they feel like it, to play with their toys. The carpenter gets to work a little late because the surf is up or the fish are biting; the surgeon rides his motorcycle to the hospital; the athlete, actor, or musician races cars or learns to fly. Such urges to **escape routine** and to play can be irresistible and overpowering, and we are advised not to try to stop ISTPs who feel like having some fun.

Not only impulsive, Crafters are **fearless** in their play, exposing themselves to danger again and again, even despite frequent injury. Of all the types, these Artisans are most likely to be **risk takers**, pitting themselves, or their technique, against chance or odds. There can be no end to the ways ISTPs seek thrills in their recreation, daring disaster for the fun of it. They thrive on **excitement**, especially in the form of fast motion—racing, for instance, or sky diving, or water-skiing. This desire for the rush of peak experiences also makes them more subject to boredom than any other type, their need for **stimulation** driving them to faster and faster pace. Strangely, however, Crafters are not bored while doing their thing, even though there may be long stretches when nothing happens, as during travel, surfing, hunting, or fishing.

In general these tough-minded, soft-spoken Artisans communicate through **action**, and show little interest in developing verbal skills. Their lack of expressiveness makes them seem like loners at school and on the job, and even though they hang around their own kind in play, they base their companionship on their mastery of tools, and their conversation is sparse and brief. All too often this lack of interest in communication is often mistaken by physicians and teachers as “learning disability” or “dyslexia.” Let ISTPs handle **equipment** of any complexity and power and see how fast they learn to use it, and how precisely they speak of it.

With their **artisan** talents, Crafters are not in the least interested in the clerical, humanities, and science curricula that abound in modern American schools, and this often gets them into trouble, because they refuse to do their assignments. Ordinary school work is, after all, mere preparation for something the ISTPs figure they’re never going to do anyway. Crafters do

not wish to prepare—for anything—and they are careful to make this clear to their would-be instructors. Again, this refusal to sit still and cooperate often gets them labeled as “hyperactive” or as having “attention deficit disorder.” Certainly ISTPs are active, but only in their stubborn insistence upon getting to do something interesting, something that allows them to **test their mettle**. They’ll work in a tool-centered curriculum.

In spite of poor schooling many Crafters manage to develop their artisan skills on their own. Gifted with their **hands** and **eyes**, Crafters make exceptional tradespeople, carpenters, mechanics, plumbers, furniture makers, weavers, jewelry smiths, and so on. They are the very best pilots of all manner of vehicles, trucks, trains, planes, boats, and they also make exceptional surgeons, artists, athletes, musicians—and warriors. Born hunters, ISTPs are from an early age fascinated by weapons of all kinds, and soon learn to wield their weapons with amazing precision, taking pride in their **proWess**. Warriors good and evil can be seen as weapons artists, not only the marksmen among soldiers and police, but also the mob hit man and the gunslinger of the American West. This is not to say that all warriors are Crafters, or that all Crafters are weapons experts, but that the weapons virtuoso is more frequently than not an ISTP.

Crafters are not easy to get to know, or to get close to. On the one hand, they are **fraternal** and can be fiercely loyal to their friends, teammates, and sidekicks. They will give their friends the shirt off their back, and will often give freely of their time and tool skills to help friends with building projects or mechanical jobs—house remodeling, for example, or repairing their cars or boats. On the other hand, ISTPs can be **lone wolves** who will not be tied to schedules and commitments, and thus they cannot always be counted on to follow through on their generous offers of assistance. They might show up, or they might not, as the impulse strikes them, and their friends are best off not expecting them until they see them.

This combination of generosity and waywardness is especially difficult for the members of a Crafter’s family. ISTPs can treat their mates royally, with intimate attention and beautiful gifts of their handiwork, and they can be great buddies with their children and patiently teach them their tool skills. But they can also forget their family and go off with their friends for extended periods of time, taking a road trip from family responsibilities. No matter how happy they are at home, these Crafters need their **freedom** to seek **adventure**—sailing their boat, taking a hunting trip, racing their motorcycle—and mates who wish to keep them happy are wise to give them a long leash.

## The Performer [ESFP]

Performer Artisans are the people for whom it can truly be said “all the world’s a stage.” **High-spirited** and fun-loving, these friendly, expressive Artisans’ great social interest lies in stimulating those around them, arousing their senses and their pleasurable emotions—**charming** them, in a sense, to lighten up and have some fun. Such Performers radiate warmth and mischief, and whether on the job, with friends, or with their families, they are able to give others a good time with their infectious humor and **joy of living**.

Performers are plentiful, something over ten per cent of the population, and this is good, because they bring enjoyment to so many of us. Born **entertainers**, they love the excitement of playing to an audience, and will quickly become the **center of attention** wherever they are. ESFPs aren’t comfortable being alone, and seek the company of others whenever possible—which they usually find, for they make wonderful playmates. Talkative and witty, they always seem to know the latest jokes and stories, and are quick with wisecracks and wordplay—nothing is so serious or sacred that it can’t be made fun of. Performers also like to live in the fast lane, and seem up on latest fads of dress, food, drink, and entertainment, the chic new fashion, the “in” nightclub, the hot new musical group. Lively and uninhibited, Performers are the **life of the party**, always trying to create in those around them a mood of eat, drink, and be merry.

The Performers’ talent for enjoying life is healthy for the most part, though it also makes them more subject to temptations than the other types. ESFPs are inclined to be **impulsive** and self-indulgent, so that they are pretty easily seduced, giving in quickly to the wishes of others, or to the desire of the moment. **Pleasure** seems to be an end in itself for the Performers, and **variety** is the spice of life, and so they are open to trying almost anything that promises them a good time, not always giving enough thought to the consequences. Most often they will do what they feel like in the moment rather than what is good for them in the long run, chalking it up to experience if things don’t turn out well.

Performers do quite well when life is easy for them, and they don’t let themselves get too caught up in what they call “sticky” situations. Their tolerance for anxiety is the lowest of all the types, and they will avoid worries and troubles by ignoring the unhappiness of a situation as long as possible. ESFPs are incurably **optimistic** like the other Artisans—“Always look on the bright side,” is their motto—and if forced to endure a tense, complicated situation (at work, for example, or in a love relationship), they will not make waves or put up a show of resistance. They will let



themselves appear outwardly concerned, and then **go their own way** to do what they enjoy.

Performers are the most **generous** of all the types, and second only to the Composers [ISFPs] in **kindness**. They haven't a mean or stingy bone in their body—what's theirs is yours—and they seem to have little idea of saving or conserving. These ESFPs view life as an eternal cornucopia from which flows an endless supply of pleasures that require no effort on their part to create or to insure. Essentially **communal** in outlook, they give what they have to one and all without expectation of reward, just as they love freely, and without expecting anything in return.

Performers are highly **expressive** and **affectionate** people, virtually unable to hold their tongue or hide their feelings. With their emotions so close to the surface—their heart forever on their sleeve—they tend to fall in love easily, impetuously, and always as if for the first time. Intent on pleasing everybody, Performers can appear too easy in their affections, flitting from person to person, when in truth they are simply, and rather innocently, sharing with others from the bounty of life.

Although they are often popular with their classmates because of their **clowning** and cutting up, Performers are not deeply interested in school, caring little about preparation, schedules, and grades. Unlike the Crafters [ISTPs], Performers are not usually hostile to their teachers, and will go along with the classroom agenda in a **friendly** way, though the work they hand in rarely shows the kind of effort the teacher hopes for. ESFPs put up with school, finding fun where they can, in sports, in music, in the school play, and especially in fooling around with their friends. But, as with all the Artisans, the traditional school is largely a waste of time for Performers, who want knowledge only so that they can do **practical** things in the here and now.

In the matter of career, Performers enjoy entertaining people and are thus drawn to the performing arts, thriving on the excitement of being **on-stage**, in the limelight. But even in less glamorous pursuits, they prefer active people jobs over solitary, technical occupations, and thus they avoid science and engineering and gravitate toward business, where they are gifted at selling. Performers can be extremely effective real estate agents, for example, because they are continuously and effortlessly scanning both clients and listings, gathering information to help them fit people to properties. ESFPs love **working with people**, and are outstanding at public relations, their sociability and adaptability making them easy to get along with and fun to be around. They can be effective teachers, especially at the elementary level, and are also good at working with people in crisis, a talent which often leads them into social work, where they are very sensitive to the pain and suffering of others, particularly small children. ESFPs are

**childlike** themselves, and perhaps this is why they seem so finely attuned to children's feelings.

Performers make warm, generous, and loving mates and parents, but their impulsiveness can also make them somewhat **impetuous**, which may give their families a good deal of anxiety. They love to spend money on fun things (like clothes, jewelry, sports cars, vacation trips, and so on), and they will rashly use up their credit card limits, and more, without giving enough thought to family necessities. ESFPs are happiest when their home is filled with people all having a **good time**, with the ESFP weaving his or her way through the party, welcoming, joking, laughing. In such a party atmosphere, family problems will not be allowed to make their appearance. Performers prefer to walk by the graveyard whistling, often unable to recognize their mate's dissatisfactions or their child's need for stability.

## The Composer [ISFP]

Although Composer Artisans [ISFPs] excel in what are called the "**fine arts**," they must not be thought of as only writers of music. More than the other Artisans, Composers have a sure grasp of what fits attractively in any and all kinds of art, and so when an especially gifted painter, sculptor, choreographer, film director, song writer, playwright, poet, novelist, chef, decorator, or fashion designer shows up, he or she is likely a Composer. ISFPs are just as plentiful as the other SPs, say nine or ten per cent of the population, and like the others they have a special talent for artistry. However, while the other Artisans are skilled with people, tools, and shows, the Composers have an extraordinary ability—seemingly inborn—to work with their **five senses**, taking as their palette the slightest nuances of color, tone, texture, aroma, and flavor.

While a few Composers become world famous, in general they are very difficult to observe, making this type probably the least understood of all the Artisans. Perhaps such misunderstanding comes from their tendency not to express themselves verbally, but through **action**. Like the Crafters [ISTPs], Composers are usually not interested in developing much facility with words. Composers prefer to feel the **pulse of life** through their works of art. That pulse must be felt—by touch, in the muscles, in the eyes, in the ears, on the tongue. This insistence on living in their senses can, in some Composers, occasion a breach with language, and many will give up trying to express themselves verbally. Make no mistake, Composers turn away from speech not so much from a lack of ability as

from disinterest. If they find a medium of **non-verbal** communication—some art form—then they will express their character quite eloquently via that medium. If not, they simply remain unknown, their quietness leaving their character all but invisible. Again, in those rare cases where remarkable skill is achieved, such as in the virtuoso, ISFPs can become celebrities, but their nature is still far from visible.

Although Composers often put long, lonely hours into their compositions, we must not assume that they are engaged in careful planning and dutiful execution. On close observation, ISFPs prove to be just as **impulsive** as the other Artisans. Indeed, they covet their impulses and see them as the center of their lives. They do not wait to act or to consider their moves, for to wait is to see their impulse wither and die; rather, they live intensely in the here and now, with little or no planning or preparation. Submergence in their artistry is not preparation for something later, and neither is it artful play, such as Crafters [ISTPs] engage in with their tools. Composers are **seized by the act** of artistic composition, as if caught up in a whirlwind. The act is their master, not the reverse, and, in a sense, the doing is called forth by the action itself. ISFPs paint or sculpt, they dance or skate, they write melodies or make recipes—or whatever—simply because they must. They climb the mountain because it is there.

Captured as they are by whatever actions are underway, Composers seem oblivious to the fatigue, and even the pain, that accompanies many of their activities. It is not that they are hardened to these difficulties as much as it is that, **absorbed** and excited, and wholly engaged by an action, they simply do not notice the difficulties. In this the Composer is similar to other Artisans and different from all the other types.

This ability to lose themselves in action accounts for the spectacular individual accomplishments of some Composers, and yet on their social side they show a **kindness** unmatched by all the other types, with only the Performer [ESFP] as a near competitor. Composers are especially **sensitive** to the pain and suffering of others, and they sympathize freely with the sufferer. Some have a remarkable way with young children, almost as if there were a natural bond of **sympathy** and trust between them. In some instances a similar bond may be seen between the ISFP and animals, even wild animals. Many Composers have an instinctive longing for the wilds, and nature seems to welcome them.

While the fine arts call to them, Composers actually have a lot of leeway in choice of occupation, especially if they don't drop out of school early—though a great number do, since the school offers little that is of interest to them or that challenges their special talents. These Composers do quite well in business, particularly in decorative design (from automobiles to book covers) and purchasing (selecting a line of clothing, home furnish-

ings, or gift shop items). With their kindness, they make wonderful nurses, and they can satisfy their love of nature by working in forestry, in landscape design and gardening, and even in veterinary medicine. Composers also make excellent teachers, especially of a school's arts curriculum, subjects such as drawing, music, drama, or photography. Notice that all of these careers allow them a great deal of **freedom** and **spontaneity**. It is a sad day indeed when the ISFP chooses work wherein the operations are fixed by rule or iron-clad necessity. To be happy and productive they must choose free, varying actions and be rewarded for doing them.

Composers tend to seek a **safe anchorage** in their home and family. While they enjoy their personal freedom as much as any Artisan, and will roam when the opportunity presents itself, ISFPs seem to value the stability and patience of a dutiful spouse (most often an SJ Guardian of some sort) to help keep them from wandering off too far and for too long. Conflict in such marriages is almost inevitable, but Composers will put up with a lot more interpersonal tension than the other Artisans, hanging in there to keep the family intact—then, when the children are grown, will go off to paint in the mountains. With their children, as with their mates, Composers are great friends and **playmates**, though they can be hard to get to know, and their reserve can be a barrier to close relations.

## The Four Guardian Types

### The Supervisor [ESTJ]

Supervisor Guardians [ESTJs] are squarely on the side of **rules** and **procedures**, and they can be quite serious about seeing to it that others toe the mark—or else face the consequences. They do not hesitate to give their stamp of approval, nor do they withhold their directions or suggestions for improvement. Like seasoned, stalwart umpires, Supervisors will set their jaw and make the call on anyone who steps up to bat. They even feel obligated to do so, and they're sometimes surprised when others don't seem grateful for being set straight.

Comprising at least ten percent of the population, Supervisors go by **the book** and believe the manual of standard operating procedures is what counts, not speculation and experimentation, and certainly not fantasy. They keep their feet firmly **on the ground** and make sure that those under

their supervision do the same, whether employee, subordinate, offspring, or spouse. If others wish to fool around and daydream, fine, as long as they do it on their own time—which means after the job is done. But if they fritter away their time while on duty, they should not be surprised when the Supervisor calls them on the carpet. The top sergeant will not put up with such nonsense.

Sociable and civic-minded, Supervisors are usually **pillars of their community**. They are generous with their time and energy, and very often belong to a variety of service clubs, lodges, and associations, supporting them through steady attendance, but also taking an outspoken leadership role. **Membership** groups of all kinds strongly attract Supervisors, perhaps because, like all the Guardians, they worry a good deal about society falling apart, morality decaying, standards being undermined, traditions being lost, and so on, and they do all they can to preserve and to extend the institutions that embody social order. ESTJs are so pledged to established, time-honored institutions and ways of behaving that they have a hard time understanding those who might wish to abandon or radically change them.

Supervisors are **cooperative** with their superiors and carry out orders without fail and to the letter. And they expect the same cooperation from their underlings. Rank, they believe, has its obligations, but it also has its privileges. These tough, outgoing Guardians like to take charge and are comfortable issuing orders. Telling others what to do is a matter of **duty**, so **commands**, demands, requests, and directions come easily to them. At the same time, they may not always be responsive to the points of view and emotions of others, and can jump to conclusions too quickly. They may not always be willing to listen patiently to opposing views, and are particularly vulnerable to this tendency when in positions of authority. They may need to make special effort to remain open to input from others in their charge—their children, spouses, and employees.

Supervisors enjoy and are good at **scheduling** orderly procedures and in **detailing** rules and regulations. In their view things are to be done correctly and established procedures observed. Supervisors put their **trust in authority**, and believe it fitting and proper, for example, that government agencies grant licenses and permits only to those passing the scrutiny of sanctioned officials—who are usually Guardians of some sort. ESTJs have no problem evaluating others and tend to judge how a person is doing in terms of his or her compliance with rules and procedures. They may, at times, be abrupt with those who do not follow the rules correctly, or who do not pay sufficient attention to those details that will get the job done by the book.

This type finds success in many occupations which require a high degree of **dedication** and **discipline**: corporate law, politics, police work,

military service, and most especially business. The **world of business** is the Supervisors' natural habitat. They follow routines well, are neat and orderly, are punctual themselves and expect others to be so. They are **loyal** to their institutions, are unbelievably **hard working** in their jobs, and the bright ones frequently rise to **administrative** positions in their company or firm. And yet, no matter how successful they become, Supervisors are always looking for ways of improving themselves, taking night classes, attending seminars, reading professional journals, listening to instructional tapes, and so on.

Such **industriousness** shows up quite early in the Supervisors. They are dependable and dutiful almost from infancy, and they usually respect their parents as authority figures. If, for example, they are punished by a parent, they do not hold it against that parent, and are likely, in retrospect at least, to say they deserved it. And in school ESTJs are usually **model students**, conscientiously following directions, doing all their homework, doing it thoroughly, and on time. Above all else, they wish to do what they are supposed to do, and they rarely question the teacher's assignments, method of instruction, standards, or authority. School, particularly the first twelve grades, was made for them.

Supervisors approach human relations through traditional **social rituals**, believing that cooperation and contentment in their relationships are best achieved by sticking to conventional forms. Social gatherings and ceremonies have great meaning for them, and they enjoy opportunities to catch up with friends, colleagues, and relatives at holiday parties, weddings, reunions, awards banquets, and the like. In social situations, ESTJs like to observe the proprieties, behaving with **good manners**, and according to the rules of etiquette. But though they can seem a bit formal, Supervisors are relatively easy to get to know. At ease in polite company, they tend not to confuse people by sending double messages or putting on airs.

At home these Supervisors insist that each member has an assigned position in a **chain of command**—in so many ways, they want a place for everything and everything in its place. Thus, elders are due both privileges and respect, and older siblings have higher status than the younger. The Supervisor tends to take control of the family and to define roles and duties. Spouse and children have certain jobs to do, and it is not enough just to do them; they are to want to do them, and for the right reasons.

As mates and parents Supervisors are ever **conscientious**. They make sure to remember birthdays and anniversaries, and to mark such occasions with appropriate ceremonies and gifts. They worry about their children and take a firm hand in their upbringing, seeing to it that their children become well-mannered, hard working, productive members of society. ESTJs are especially **watchful** over their children, some perhaps even

over-watchful. Individualism and rebelliousness worry them, and the older their children are the more closely the ESTJ supervises them, rarely missing a chance to point out the dangers they face in straying from the norm.

## The Inspector [ISTJ]

Inspector Guardians [ISTJs] look carefully and thoroughly at the people and institutions around them. Making up perhaps as much as ten percent of the general population, Inspectors are characterized by decisiveness in practical affairs, are the guardians of institutions, and if only one adjective could be selected, “**superdependable**” would best describe them. Whether at home or at work, Inspectors are nothing if not dependable, particularly when it comes to examining the people and products they are responsible for—quietly seeing to it that uniform quality is maintained, and that those around them uphold certain standards of attitude and conduct.

These quiet, no-nonsense Guardians have a distaste for and distrust of fanciness in speech, dress, and living space. Their words tend to be simple and **down-to-earth**, not showy or high-flown; their clothes are often home-spun and **conservative** rather than of the latest fashion; and their home and work environments are usually neat, orderly, and **traditional**, rather than up-to-date or luxurious. In their choice of personal property (cars, furnishings, jewelry, and so on) price and durability are just as important as comfort or appearance. Classics, antiques, and heirlooms are especially valued, having achieved a certain time-honored status—Inspectors prefer the old-fashioned to the newfangled every time. Even on vacation, Inspectors tend not to be attracted by exotic foods, beverages, or locales.

While not as talkative as the Supervisors [ESTJs], Inspectors are likely to be involved in **community service** organizations that transmit traditional values to the young, such as Sunday School, Little League, or Boy and Girl Scouting. They understand and appreciate the contributions these institutions make in preserving the national heritage. Like all the Guardians, Inspectors find value in **ceremonies** and **rituals**—weddings, birthdays, and anniversaries, for example—although they tend to be shy if the occasion becomes too large or too public. At work, they are apt to see the company picnic or holiday office party as a necessary nuisance, but are likely to enjoy these events once they arrive and loosen up a bit. More to the male Inspector’s liking is the men-only party, where he can drop his guard and use a bit of off-color language. The yearly hunting or fishing trip is often a cherished male ritual for an ISTJ.

Inspectors are patient with their work and with the procedures within

an institution, although not always with the individual goals and unauthorized behavior of some people in that institution. **Responsible** to the core, ISTJs are comfortable when people know their duties, follow the guidelines, and operate within the rules—rules are there to be followed, they say, not gotten around for personal reasons. For their part, Inspectors will see to it that goods are examined and schedules are kept, that resources will be up to standards and delivered when and where they are supposed to be. And they would prefer that everyone's attitudes and actions be this **law-abiding**. They can be hard-nosed about the need for rule-compliance in the workplace, and do not hesitate to report irregularities to the proper authorities. Because of this they are often misjudged as being hard-hearted, or as having ice in their veins, for people fail to see their good intentions and their vulnerability to criticism. Also, because ISTJs usually make their inspections without much flourish or fanfare, the **dedication** they bring to their work can go unnoticed and unappreciated.

Their thoroughness and orderliness, combined with their interest in legality and standardization, leads Inspectors to a number of occupations that call for the careful **administration** of goods and services. ISTJs feel right at home with difficult, detailed forms and columns of figures, and thus they make excellent bank examiners, auditors, accountants, and tax attorneys. Managing investments in securities is likely to interest this type, particularly investments in municipal bonds and blue-chip securities. Inspectors are not likely to take chances either with their own or others' money, and the thought of a bankrupt nation, state, institution, or family gives them more than a little uneasiness. The idea of dishonoring a contract also bothers an ISTJ—their word is their bond—and they naturally communicate a message of **trustworthiness** and **stability**, which can make them successful in business. With their eye for detail, ISTJs make good librarians, dentists, optometrists, legal secretaries, and law researchers. High school and college teachers of business administration, home economics, physical education, civics, and history tend to be ISTJs, as do quartermaster officers in the military.

As a husband or wife, an Inspector is a source of strength. Just as they honor business contracts, so do they honor the marriage contract, taking their responsibilities to children and spouse seriously, and giving lifelong **commitment** to them. In family matters, as in all other, "**duty**" is a word the Inspector understands. The male ISTJ considers himself a patriarch in the family, and thus sees himself as the breadwinner and head of the household. He can accept a working wife—as long as she does not shirk her responsibilities to the children. The female ISTJ makes a steady, dependable partner, but with a commitment to respectability that may not always allow her to express her sexuality.



In their parenting role, Inspectors can be **strict** with their children; they make the rules of the family clear and expect them to be followed. A rebellious, nonconformist child might well have a difficult time with an ISTJ parent, and vice versa. Inspectors care about passing along their **work ethic** to their children, and will often require them to help with household chores and projects. They patiently teach their children basic domestic skills—cooking, gardening, carpentry—time-consuming activities which sometimes leave them little opportunity to play with their children.

## **The Provider [ESFJ]**

Provider Guardians [ESFJs] take it upon themselves to arrange for the health and welfare of those in their care, but they are also the most sociable of all the Guardians, and thus are the great nurturers of established institutions such as schools, churches, social clubs, and civic groups. Wherever they go, Providers take up the role of **social contributor**, happily giving their time and energy to make sure that the needs of others are met, that traditions are supported and developed, and that social functions are a success.

Providers are very likely more than ten percent of the population, and this is very fortunate for the rest of us, because friendly **social service** is a key to their nature. Highly **cooperative** themselves, Providers are skilled in maintaining teamwork among their helpers, and are also tireless in their attention to the **details** of furnishing goods and services. They make excellent chairpersons in charge of banquets, rummage sales, charity balls, and the like. They are without peer as masters of ceremonies, able to approach others with ease and confidence, and seemingly aware of what everyone's been doing. And they are outstanding hosts or hostesses, able to remember people's names, usually after one introduction, and always concerned about the needs of their guests, wanting to insure that all are involved and provided for.

Friendly, sociable, personable, neighborly—in a word, Providers are “**gregarious**,” so much so that they can become restless when isolated from people. And they love to talk with others. Even among strangers (on an airplane, in line at the grocery store, in a doctor's waiting room), ESFJs will strike up a **conversation** and chat pleasantly about any topic that comes to mind. Like all the Guardians, they tend to have material things on their mind rather than imaginary things, and in conversation they follow a sort of free association, bouncing from subject to subject, from weather to sports to food to prices, and so on. Social traditions matter to Providers, and their conversations often drift to **nostalgic** recounting of past experiences

in the "good old days." In addition, Providers show a delightful fascination with gossip, not only concerning celebrities, but also their friends and neighbors. If we wish to know what's been going on in the local community, school, or church, they're happy to fill us in on all the details. At the same time, ESFJs can occasionally dwell on people's troubles—or their own aches and pains—sometimes to the point of getting themselves down in the dumps.

Providers are extremely sensitive to the feelings of others, which makes them perhaps the most **sympathetic** of all the types, but which also leaves them rather self-conscious, that is, highly sensitive to what others think of them. Because of this ESFJs can be crushed by personal criticism, and will work most effectively when given ample **appreciation** both for themselves personally and for the service they give to others. This is not to say that Providers are afraid to express their own emotional reactions. They are quick to like and dislike—and don't mind saying so—tending to put on a pedestal whatever or whoever they admire, and to come down hard on those people and issues they don't care for.

In their choice of careers, Providers may lean toward **sales and service** occupations. They have such pleasant, outgoing personalities that they are far and away the best sales reps, not only regularly winning sales contests, but earning seniority in any sales group within an organization. Observing ESFJs at work in a sales transaction reveals clearly how this type **personalizes** the sale. They are visibly—and honestly—concerned with their customer's welfare, and thus the customer is not simply buying the product, but is buying personally from the Provider. This same characteristic causes them to be good in many **people-to-people** jobs, as teachers, clergy, coaches, social workers, office receptionists, and so on. Providers seldom become a source of irritation in the workplace; on the contrary, they are unflagging in their devotion to their company, and show such personal **loyalty** to their immediate superiors that they make invaluable personal secretaries.

Providers take their role as family provider seriously, in both a material and a moral sense. They provide a comfortable home environment, healthy food, clean clothes, and a modest store of possessions. But they are also **conscientious** about routine domestic chores, are orderly about the house, and prefer that other family members be the same. In addition, they have a strong set of **family values** with clear shoulds and shouldn'ts, which they expect their family to abide by. Providers want family decisions settled quickly and with little fuss, and they want family living regularly scheduled and correctly executed.

Providers make **faithful** and loving mates, willing to stand by their husband or wife through good times and bad, going beyond the call of duty to keep the marriage running smoothly, even when the road is rocky.

They enjoy socializing and entertaining, and take great pride in preparing and serving food and beverages. They love **traditional** festivities, Christmas parties, dinner dances, church breakfasts, and seem able to express the right feeling for a given social occasion. They are fond-hearted, **sentimental**, and usually make a wonderful fuss over birthdays and anniversaries.

Providers are fiercely **supportive** of their children, and will sacrifice to see that they get everything they need for their well-being. At times, ESFJs get their own sense of success as a parent wrapped up in their children's successes and failures. They often see their children as an extension of the family, with whatever their kids do reflecting on them as parents. If their children are polite and productive, Providers glow with pride; but if their kids are rowdy or unappreciative, Provider parents may be embarrassed and become critical toward them, trying to instill in them a sense of social **decorum** and gratitude.

## **The Protector [ISFJ]**

The primary desire of the Protector Guardian [ISFJ] is to be of service to others, but here "service" means not so much furnishing others with the necessities of life (the ESFJ Provider's concern), as guarding others against life's pitfalls and perils, that is, seeing to their **safety and security**. There is a large proportion of Protectors in the population, perhaps as much as ten percent. And a good thing, because they are steadfast in their protecting, and seem fulfilled in the degree they can insure the safekeeping of those in their family, their circle of friends, or their place of business.

Protectors find great satisfaction in assisting the downtrodden and can deal with disability and neediness in others better than any other type. They go about their task of **caretaking** modestly, unassumingly, and because of this their efforts are not sometimes fully appreciated. They are not as outgoing and talkative as the Providers [ESFJs], except with close friends and relatives. With these they can chat tirelessly about the ups and downs in their lives, moving (like all the Guardians) from topic to topic as they talk over their everyday concerns. However, their **shyness** with strangers is often misjudged as stiffness, even coldness, when in truth these Protectors are **warm-hearted** and sympathetic, giving happily of themselves to those in need.

Their reserve ought really to be seen as an expression, not of coldness, but of their **sincerity** and **seriousness** of purpose. Like all the Guardians, Protectors have a strongly held work ethic, which tells them that work is good, and that play must be earned—if indulged in at all. The most **diligent**

of all types, Protectors are willing to work long, hard hours doing all the thankless jobs the other types seem content to avoid. ISFJs are quite happy to work alone; in fact, they may experience some discomfort when placed in positions of authority, and may try to do everything themselves rather than direct others to do their jobs. **Thoroughness** and **frugality** are also virtues for them. When they undertake a task, they will complete it if at all humanly possible. They also know the value of a dollar and abhor the squandering or misuse of money. For all these reasons, Protectors are frequently overworked, just as they are frequently misunderstood and undervalued. Their contributions, and also their economies, are often taken for granted, and they rarely get the gratitude they deserve.

Protectors are keenly aware of **status** given by birth, titles, offices, and credentials. They are eager to catch a glimpse of visiting royalty, they are honored to shake the hand of high-ranking politicians and community leaders, they admire judges, police officers, professors, doctors, church dignitaries, and military brass, and they tend to be devoted to their superiors in business. Not that they want to think of themselves as superior. On the contrary, ISFJs are **humble** to the core, and find the putting on of airs offensive. For the Protector, people should behave according to their place in the social ladder, and they may be annoyed by others who act above their station. But if someone has achieved high status, or even been born to it, then ISFJs are happy to give them due deference. Protectors believe deeply in the stability of a traditional **social ranking**, and do everything they can to uphold it.

The same holds true at work. Protectors are seldom happy working in situations where established ways of doing things are not respected. To them, regulations are **tried and true**, and they rarely question the effectiveness of going by the book. ISFJs often seem to feel personally responsible for seeing to it that people in an institution or business abide by the rules, carry out routines, and behave as they are supposed to behave. If others, including their bosses, violate or ignore these **standard operating procedures**, Protectors are distressed and embarrassed, although they usually will not display these reactions. More likely, such irritation is bottled up inside and may be experienced as fatigue, sadness, and chronic indigestion.

With their extraordinary commitment to security, and with their unusual talent for executing routines, Protectors do well in many careers that have to do with **conservation**: curators, private secretaries, librarians, middle-managers, police officers, and especially general medical practitioners. To be sure, the hospital is a natural haven for them; it is home to the family doctor, preserver of life and limb, and to the registered nurse, or licensed practical nurse, truly the angels of mercy. The insurance industry is also a

good fit for ISFJs. To save, to put something aside against an unpredictable future, to **prepare** for emergencies—these are important actions to Protectors, who as insurance agents want to see their clients in good hands, sheltered and protected.

Speculation and innovation do not intrigue Protectors, who would rather leave such risky matters to others, while remaining themselves safely anchored and **down-to-earth**. For their part, Protectors value **tradition**, both in the culture and in their family. They carry with them a sense of history, a sense of continuity with past events and relationships. They seem to have an innate **regard for the past**, for whatever is long-established and deeply rooted. They are honored to care for collections of rare old things, books, paintings, china, and so on, seeing to it that they are safely shelved and regularly dusted. But they are also the keepers of simple family things, old photograph albums, timeworn furniture, old tools and wedding dresses. Of all the types, ISFJs are most likely to care about tracing family trees.

Protectors are earnestly attentive to mate and family, and are usually excellent **homemakers**. The ISFJ female often displays a flair for making the interior of the home attractive in a traditional manner, and often gives herself full-time to the duties of housewife. She provides attractive, nourishing meals, sees to the shopping, does the laundry, mends the clothes, and follows a daily routine for keeping the house clean and tidy, with rooms straightened up, dishes done, and beds made. The ISFJ male takes on all the other duties of keeping up the home: he usually handles the finances, cares for the yard (and often tends a vegetable garden), maintains the car, and is usually handy when it comes to minor repairs in masonry, carpentry, painting, plumbing, electrical work, and the like. Like all the Guardians, ISFJs are extremely **loyal** to their mates and feel obliged to stand by them during hard times. But more easily than the others, Protectors can be hooked into becoming the rescuer of troubled mates, hoping to help them get back on their feet.

In their parenting role, these friendly and soft-spoken Protectors expect their children to conform to the **rules of society**, feeling a personal responsibility to see to it that these standards are not only adhered to but honored. Such parents worry a great deal, and may try too hard to protect their children from the dirt and dangers of life. Protector mothers in particular need to learn how to encourage their children's independence and to cut the apron strings. Occasionally an ISFJ mother may be able to find humor in the wayward son, but she still raises her daughters to respect traditions and to **do the Right Thing** at the Right Time—and always for the Right Reason.

## The Four Idealist Types

### The Teacher [ENFJ]

More than any of the other Idealists, Teachers [ENFJs] are born **educators**, with the natural ability to influence others, and to lead them toward learning, often without seeming to do so. Even as children these Teachers may attract a neighborhood gang of children ready to listen to them and learn from them in play. And adult Teachers are wonderful **group leaders**, more capable than any other type of calling forth each learner's potentials. To be sure, Teachers expect the very best of those around them, and their **enthusiasm** can inspire others to try to live up to their expectations. Teachers (around two percent of the population) have the delightful characteristic of taking for granted that people will follow their directions. And, more often than not, people do, because this type has great charisma.

These outgoing Idealists like to schedule their work hours and social engagements well ahead of time and are absolutely reliable in honoring these commitments. But they are also **creative** in complex situations which require the juggling of much data with little pre-planning. Experienced ENFJ group leaders can, effortlessly and almost endlessly, dream up learning activities for their groups to engage in, and **stimulating** roles for members to play. In some Teachers, inspired by the responsiveness of their students, this facility in front of a group can amount to a kind of genius which other types find hard to emulate. Such ability to preside without planning reminds us somewhat of a Provider Guardian [ESFJ], but Providers act more as masters of ceremonies than as mentors. Providers are natural hosts and hostesses, making sure that each guest is well looked after, or that the right things are expressed on social occasions. In much the same way, Teachers value smooth relations, can handle people with charm, and are usually popular wherever they are. But they are not so much social as educational leaders, interested primarily in the **growth** of their students.

Teachers consider people their highest priority, and they naturally communicate **personal concern** and a willingness to become involved with others. Because Teachers show such **sincere** interest in the problems of their employees, colleagues, students, and so on, these people often turn to them for support, which Teachers usually manage to deliver. But ENFJs can also become over-involved in these problems, and find themselves unable to turn away, even when the demands become excessive. At times,

they can become so absorbed by the personal needs of others that they may get over-extended emotionally, and come to neglect their own families. Or, if forced to let go of other relationships through sheer lack of time or energy, they feel guilty all out of proportion to the real nature of their commitments.

Teachers have an uncanny ability to take into themselves the characteristics, emotions, and beliefs of others—even to the point of unconsciously mimicking others. But this unusual **empathic** ability can also pose a danger for them, because they can easily over-identify with others and pick up their personality traits as if they were their own, actually putting at risk their own identity.

Teachers are also given to **idealizing** their personal relationships, casting a rosy glow of perfection over them which can belie the realities of human nature. Because of this tendency to project their own ideals into their relationships, ENFJs may actually overpower their friends and loved ones, who may come to doubt that they can live up to such an exalted conception of themselves.

A wide range of occupations offer Teachers success, even though their longing for the ideal often carries over to their careers and can cause them some restlessness. Gifted with **language**, they're great when dealing with people, particularly face-to-face. The media and the ministry are populated with talented ENFJs, and they make excellent therapists, educators, lawyers, and primary care physicians. They should avoid occupations that do not make use of their **interpersonal talents** (research science, for example, or accounting); otherwise, almost any activity where close personal contact is involved suits them well.

Teachers take communication for granted and believe that they are instinctively understood and that their messages are naturally accepted. Just as they themselves accept others' messages even if they don't understand them, so do they assume that others accept theirs. When they find that their position or beliefs have not been accepted or understood, they are surprised, puzzled, and sometimes hurt. Fortunately, this does not happen very often, since ENFJs are remarkably **articulate** with language, especially when communicating in speech, face to face.

Outgoing, and perhaps the most **expressive** of all the types, Teachers do not hesitate to speak out and express their feelings. Easily carried away with enthusiasm, they will voice their passions with **dramatic** flourish, but they will also blurt out their irritations, like steam from a boiling teakettle with a rattling lid. ENFJs can, with practice, become spell-binding orators.

Teachers would do well to follow their hunches, for their **intuition** tends to be well developed. While their use of logic in decision-making

may not always be sound, their **insight** into themselves and others is unparalleled. Without a doubt, they know what is going on inside themselves, and they can read other people with remarkable accuracy. Seldom are they wrong about another's intentions.

Teachers make excellent mates. They are tireless in their efforts to promote **harmony** in their relationships, giving generously of their time and energy to make sure their mate is happy. Indeed, ENFJs feel personally responsible when home life does not go smoothly. Unfortunately, this dedication often exists side by side with their dream of the perfect relationship—a characteristic of all Idealists, but one which is particularly strong in the Teachers. Their longing for an **ideal** mate can even cause them some restlessness, at times bringing on a vague dissatisfaction with the mate they already have.

As parents, Teachers are deeply involved with their children, yet tend not to be domineering. On the contrary, they are supremely **affectionate** and **nurturing**, so much so that they can be taken advantage of by a particularly demanding child.

## The Counselor [INFJ]

Counselor Idealists [INFJs] have an exceptionally strong desire to contribute to the welfare of others, and find great personal fulfillment in guiding people to realize their **human potential**. Complicated themselves, Counselors are able to understand and to deal with complex ethical issues and with deeply troubled individuals. Although Counselors are friendly with others, they are not usually visible leaders; they prefer to work **intensely** with those close to them, quietly exerting their influence behind the scenes with their families, friends, and colleagues.

Counselors are scarce, little more than one percent of the population, and can be hard to get to know. They are highly **private** people, with an unusually rich **inner life**, and tend not to share their reactions except with those they trust. With their loved ones, certainly, they are not reluctant to express their feelings, their face lighting up with the positive emotions, but darkening like a thunderhead with the negative. Because of their strong ability to take into themselves the feelings of others, Counselors can be hurt rather easily by those around them, which, perhaps, is one reason why they tend to be so **reserved**, quietly withdrawing from human contact. At the same time, friends who have known them for years may find sides emerging which come as a surprise. Not that Counselors are inconsistent; they value their integrity a great deal, but they have **mysterious**, intricately



woven personalities which sometimes puzzle even them.

This type of Idealist is extremely **sensitive** to people and can recognize another's emotions or intentions—good or evil—even before that person is aware of them. Counselors can feel the hidden distress or illnesses of others to an extent which is difficult for other types to comprehend. Even INFJs can seldom tell how they came to read others' feelings so keenly. Furthermore, the Counselor is most likely of all the types to demonstrate an ability to understand **psychic** phenomena. What is known as "ESP" may well be exceptional intuitive ability. Such extraordinary intuition is found frequently in Counselors, and can extend to people, things, and often events, taking the form of visions, episodes of foreknowledge, premonitions, auditory and visual images of things to come, as well as inexplicable communications with certain individuals at a distance.

Because of their vivid imaginations Counselors are often seen as the most **poetical** of all the types, and in fact they use a lot of metaphors in their everyday language, the kind of **imagery** found in novels, plays, and poems. Counselors often select liberal arts as a college major, and they may be attracted to creative writing as a profession. Their great talent for language—both written and spoken—is usually directed toward communicating with people in a personalized way. Counselors often comment that they write with a particular person in mind, whereas writing to a faceless audience leaves them uninspired.

In school Counselors are usually good students, high-achievers who exhibit a quiet **creativity**. They enjoy solving problems, especially people-problems. They take their work seriously and enjoy academic activity, but they can also be **perfectionists** and will likely put more into a task than is needed.

Counselors excel in occupations which involve interacting with people, nurturing their **personal development**, especially on a one-to-one basis. As with all Idealists, teaching and the ministry hold attraction, although Counselors must become expressive and outgoing in both professions, which for them requires a great deal of energy. More suited to them is the general practice of medicine, or psychological counseling. Counselors make outstanding individual therapists who have a unique ability to get in touch with their patients' **innermost thoughts and feelings**, though they are also the most vulnerable of all the types to the eruption of their own repressed material. INFJs may choose clinical psychology or psychiatric medicine, or may choose to teach or to write in these fields. Whatever their choice, they generally are successful as therapists because their personal warmth, their enthusiasm, their insight, their devotion, their originality, and their interpretive skills can all be brought into play.

Although they have a capacity for working at jobs (such as writing)

which require solitude and close attention, Counselors are at their best when in contact with individuals or groups of people, provided, of course, that the **personal interactions** are not superficial, and that they find some quiet, private time every so often to recharge their batteries. Counselors are both kind and positive in their handling of others; they are great listeners and seem naturally interested in helping people with their problems. INFJs also tend to work effectively in an organizational structure. They value staff **harmony** and make every effort to help an organization run smoothly and pleasantly. They understand and use human systems creatively, and are adept at consulting and cooperating with others. They enjoy pleasing others and they find argument or debate disagreeable and destructive. INFJs respond to praise and use approval as a means of motivating others. As employees or employers, INFJs are concerned with people's feelings and are able to act as a barometer of the feelings within the organization. If they are subject to hostile working conditions or to constant criticism, they tend to lose confidence, become unhappy and immobilized, and can eventually become physically ill.

Like all the Idealists, Counselors want harmony in their homes and find interpersonal conflict, open or submerged, extremely distressing. Their friendship circle is likely to be small, but deep and long-standing. They want to be a **soulmate** to their spouses, but may not always be open to sexual approaches. They are wonderfully and imaginatively **passionate**, but they wish to choose when—which is when they are in the mood—and such a hot and cold style may be quite confusing to their mate. But INFJs make frequent verbal expressions of love, and these are always sensitive, heartfelt, often taking a **romantic**, even poetic turn.

Counselors are warm, exceptionally **loving** parents, deeply concerned about the comfort, physical health, and emotional well-being of their children. An INFJ mother will naturally try to form a special mental and emotional connection with her children, sometimes wanting to **bond** so closely that it can be unhealthy for both of them. More often, however, Counselors are content to be good friends with their children, wanting to treat them as much as possible as adults, while still keeping a firm hand in discipline.

## The Champion [ENFP]

To the Champion Idealists [ENFPs], people and events are filled with **profound meaning**. And they don't want to miss any of it. Champions must experience all the significant developments in the world, and then

they want to relate the stories they've uncovered, hoping to reveal some truth about human experience, and to motivate others with their powerful **convictions**. This strong drive to speak out on social events can make Champions tireless in conversing with others, like fountains that bubble and splash, spilling over their own words to get it all out. Their enthusiasm is boundless and often contagious, making them the most **vivacious** and **inspiring** of all the types.

Like the other Idealists, Champions are rather rare, say two or three percent of the population, but even more than the others they consider **emotionally intense** experiences as being vital to a full life. ENFPs have a wide range and variety of emotions, and a great passion for **novelty**, and so can become bored rather quickly with both situations and people, and resist repeating experiences. Also, they can never quite shake the feeling that a part of themselves is split off from their experience. Thus, while they strive for emotional intensity, Champions often see themselves in some danger of losing touch with their real feelings.

Fiercely **individualistic**, Champions dislike any kind of dependency, either in themselves or in others. Unfortunately, they often find others looking up to them for wisdom, inspiration, courage, and leadership, an expectation which, at times, weighs heavily on them. In the same way, Champions strive toward a kind of personal **authenticity**, and this intention always to be themselves is usually quite attractive to others. All too often, however, they fall short in their efforts to be authentic, and they tend to heap coals of fire on themselves for the slightest role-playing.

Champions constantly scan the social environment, and no suspicious motive is likely to escape their attention. Far more than the other Idealists, Champions are the keen and **probing** observers of the people around them, and are capable of intense concentration on another individual. Their attention is never passive or casual, never wandering, but always directed. In fact, seeing life as an exciting drama, pregnant with **possibilities** for both good and evil, ENFPs tend to be extra sensitive and alert, always ready for emergencies, and because of this they may suffer from muscle tension.

At the same time, Champions have outstanding **intuitive** powers and believe they can tell what is going on inside of others, reading hidden motives and giving special meaning to words or actions. While this **interpretation** can be accurate, it can also be negative—and inaccurate—and may damage their relationships. For instance, Champions tend to attribute too much power to authority figures, and to believe these figures can see through others—a power of insight which is usually not there. In this way they can make serious mistakes in judgment, mistakes which come from their tendency to invest others with their own personality traits, and to see

only those things that confirm their own opinions.

Despite the occasional misjudgment, Champions are good with people and usually have a wide range of **personal relationships**. They are warm and full of energy with their friends. They are likeable and at ease with colleagues, and handle their people (employees, students, and so on) with great skill. They are good in public and on the telephone, and are so **spontaneous** and dramatic that others love to be in their company. They are positive, **exuberant** people, and are surprised when things do not turn out as expected. Often their confidence in the goodness of life and human nature makes good things happen.

Champions have lots of career choices and succeed in many fields. As workers, they are **enthusiastic**, high-spirited, imaginative, and can do almost anything that interests them. They have a strong sense of the possible and can solve most problems, particularly those dealing with people. They enjoy the process of creating something, an idea or a project, but are not as interested in the tedious follow-through. Once people or projects become routine, ENFPs are likely to lose interest—what might be is always more fascinating than what is. Champions are outstanding in getting people together, and are good at initiating meetings and conferences, although not as talented at seeing to the scheduling and the housekeeping details of these events. They are good at inventing new ways of doing things, and they tend to turn their projects into a cause. They are **creative** themselves, and can have difficulty generating much enthusiasm for ideas and projects started by others. If they are to get involved in a project, they must have a personal stake in it.

**People-to-people** work is essential for Champions. They are excellent teachers, family lawyers, ministers, and in general are attracted to working with **language**, making talented journalists, orators, novelists, screen writers, and playwrights. In companies they can be gadflies, challenging worn-out procedures and policies. Sometimes they get impatient with their superiors, and they will occasionally side with critics, who find in them a sympathetic ear and a natural rescuer. In occupational choice, ENFPs quickly become restless if the choice involves painstaking detail and follow-through over a period of time. **Variety** in day-to-day activities best suits their talents, since their creativity increases with their **freedom** in the workplace.

As mates, Champions tend to be appealing, gentle, sympathetic, but also **unconventional** and free-thinking. Since they often seek new outlets for their inspirations, their spouses can expect **surprises**. ENFPs can swing from extravagance to frugality, and their home may contain expensive luxuries, while necessities may be missing. They are not very interested in such things as domestic maintenance, savings accounts, life insurance, and even ready cash.

Champions are dedicated parents, although somewhat **unpredictable** in handling their children, shifting from a role of friend-in-need to stern authority figure. While they voice strong opinions about discipline, they may not be willing to enforce the rules, fearing to lose **rapport** with their children, and thus leaving it to their mate to be the bad guy. Champions can be creative parents, providing their children with all sorts of new experiences. On the other hand they have little patience with whining or demanding children, and can be quite short with such behavior.

## **The Healer [INFP]**

Healer Idealists [INFPs] present a tranquil and pleasant face to the world, but inside they are anything but serene, having a capacity for **spiritual** caring not usually found in the other types. Healers care deeply—passionately—about the inner life of a few special persons, or about a favorite cause in the world at large. And their dream is to heal the conflicts that divide people, and to bring unity, or what they call “**wholeness**,” to themselves and their loved ones.

Healers have a deep sense of **idealism** that comes from a strong personal sense of right and wrong, and they conceive of the world as an **ethical**, honorable place. Indeed, to understand Healers, we must understand that their idealism is almost boundless and **selfless**, inspiring them to make extraordinary sacrifices for someone or something they believe in. They are the Prince or Princess in fairy tales, the True Knight or Defender of the Faith, like Don Quixote or Joan of Arc. Set off from the rest of humanity by their privacy and rarity (around one percent of the general population), Healers can feel even more isolated in their **ardent** idealism.

Also, Healers might well feel this division within themselves, and between themselves and others, because of a sense of alienation which comes from their often unhappy childhood. INFPs live a **fantasy-filled** childhood, which, sadly, is frowned upon, or even punished, by many parents. With parents who want them to be popular and on the go, and also with down-to-earth brothers and sisters who follow suit, Healers come to see themselves as ugly ducklings. Other types may shrug off their parents' wishes, but not the Healers. Wishing to please their parents and siblings, but not knowing quite how to do it, they try to hide their differences, believing they are bad to be so fanciful, so **dreamy**—so unlike their more solid family members. They wonder, some of them for the rest of their lives, whether they are OK. They are quite OK, just different from the others—swans reared in a family of ducks.

In another way, too, Healers find it difficult to believe in themselves and to trust themselves. Deeply committed to the positive and the good, yet taught to believe there is evil in them, they can become caught in the struggle between good and evil, sacred and profane. INFPs want to be pure—ideally pure—but they can feel drawn irresistibly to sin, and so are always on the lookout for the wickedness that lurks within them. Then, when they believe they have yielded to temptation, they may try to make up for their weakness with acts of self-sacrifice. Others seldom see this inner turmoil, however, for the **moral struggle** is within the INFP, who has no desire to make the issue public.

In evaluating things and making decisions, Healers follow their heart not their head. They see the world globally, as wide open and full of **possibilities and potentials**, yet they divide life into black or white opposites, the beautiful versus the ugly, the good versus the bad, and the moral versus the immoral. They have a gift for interpreting stories, as well as creating them, and thus often write in lyric, **poetic** fashion. They will ignore logic if they want to, believing that logic is something they can take or leave. They may also, at times, assume they “know all about” a subject, even though they’ve never studied it deeply.

At work, Healers are **adaptable**, welcome new ideas and new information, are keenly aware of people and their **feelings**, and relate well with most others. Because of their deep-seated reserve, however, they dislike telephone interruptions and work well alone. They are patient with complicated situations, but impatient with routine details. They can make errors of fact, but seldom of feeling. The INFPs’ career choices should lean toward the ministry, missionary work, social work, tutoring, child counseling, college teaching in the humanities—and away from business. They will apply themselves in school to train for a professional career, and often do better in college than in high school. They have a natural interest in scholarly activities and demonstrate, as do the other Idealists, a remarkable facility with **language**. Often they **hear a calling** to go forth into the world to help others, and they seem ready to answer that call, even if it means sacrificing their own comfort and that of their loved ones.

Healers think of their marriage vows in almost sacred terms. They are **conscience-stricken** even fanaticizing about extra-marital affairs, and if they actually have one they are eaten up with guilt—if they stray into greener pastures they soon locate the nettles. They like to live in **harmony** and go to great lengths to avoid interpersonal conflict. They are sensitive to the feelings of their mates and enjoy pleasing them, although they may have difficulty in expressing sexual interest and physical affection openly or directly. INFPs cling to their dreams, and often find it difficult to reconcile a **romantic**, idealized concept of married life with the realities

of everyday living with another person. Even at the best of times, they seem fearful of too much happiness, afraid that it might have to be paid for with later sacrifices. The devil is sure to get his due if one experiences too freely of happiness, or, for that matter, of success, or beauty, or wealth, or knowledge. This almost preconscious conviction that pleasure must be paid for with pain can cause a sense of uneasiness in Healers when they marry; they may feel vulnerable to catastrophe, and can therefore have trouble relaxing in the happiness of mating.

Though **reserved** and soft-spoken, Healers are fierce protectors of home and family—their home is indeed their castle. As parents, they are **devoted** to the well-being of their children, treating them with great tenderness and flexibility, and wanting to help **nurture** a healthy self-image. In the area of discipline, INFPs lack a strong hand and so tend to go along with their mate's ideas, as long as punishment is not too severe. In the same way, they will often give their children a voice in family decisions—until their values are violated. Then they dig in their heels and will not budge. Life with a Healer parent will go harmoniously along for long periods, until an ideal is stepped on. Then they will resist and insist.

## The Four Rational Types

### The Fieldmarshal [ENTJ]

Fieldmarshal Rationals [ENTJs] are born **leaders**, ready, willing, and able to **command** people in preparation for launching major enterprises. It was no accident that World War II saw three of these Fieldmarshals in command of our armed forces—George Marshall, Dwight Eisenhower, and Douglas MacArthur—each a genius in **mobilizing** personnel and materiel toward world-wide aims. Marshall, chairman of the Joint Chiefs of Staff at the outbreak of war, was already at the top, and he knew full well which commanders could best run the campaigns in the eastern and western theaters. For the war in Europe he picked Eisenhower, a mere colonel at the time, but a brilliant student of warfare who had worked for Marshall as his best campaign planner. And for the war in the Pacific he picked General MacArthur, languishing with little to do in the Philippines. No, it was no accident, because Marshall had long experience with both of these men, and he fully appreciated the high **strategic** abilities of each.

Although Fieldmarshals are just as rare as the other Rationals, something less than two percent of the total population, they seem to have influence beyond their numbers. Such individuals, male or female, of whatever age, are bound to lead others, and from early on they can be observed taking command of groups, so forceful is their climb to the top. In some cases, Fieldmarshals simply find themselves in charge of groups, and are mystified as to how this happened. But the reason is that they have a strong natural urge to bring **order** and **efficiency** wherever they are—to harness people and resources and to lead them toward their goals with maximum speed and minimum waste of effort. Every step needed to **achieve the objective** shall be taken, and all unnecessary steps are quietly and permanently eliminated from the strategic plan.

Take building a house, for example. Put a Fieldmarshal in charge of the job and he or she will **coordinate** all the steps in the operation, hiring a cement contractor to pour the foundation, but also hiring a plumber to set the water pipes and connect the sewer lines before pouring the slab. Then come the framer, electrician, roofer, drywaller, painter, and cabinet maker, with the ENTJ requiring that the construction follows a **logical order** so that there is minimum waste of manpower and material resources. In just the same way, using their skills at systematizing, arranging priorities, generalizing, summarizing, compiling evidence, and at demonstrating their ideas, Fieldmarshals build organizations and push to reach their goals.

These decisive and outspoken Rationals will usually rise to positions of responsibility in the workplace and enjoy running the show. When in charge of an organization, whether in the military, business, education, or government, Fieldmarshals have the ability to **visualize** where the organization is going, and they seem unusually able to communicate that vision to others. Superb executives, ENTJs coordinate their forces into smooth-functioning systems, planning in advance, keeping both short-term and long-range objectives well in mind.

For the Fieldmarshal, there must always be a **reason** for doing anything, and people's feelings usually are not sufficient reason. More than any other type they are skilled at reducing bureaucracy in any of its forms, and they are willing to dismiss employees who cannot get with the program and increase their productivity. Although Fieldmarshals are tolerant of some established procedures, they can and will abandon any procedure when it can be shown to be ineffective in accomplishing its goal. Fieldmarshals are the supreme **pragmatists**, always aware of the relationship of means to ends. Any unnecessary procedure is instantly eliminated and the people using it are reassigned to more productive actions.

Fieldmarshals are so **single-minded** and easily caught up in their work that they can easily block out other areas of life. When at home, however,



they take full **control**, leaving little doubt about who makes the decisions. Male or female, they expect a great deal of their mates, who, if not to be steamrolled, need to possess a strong personality of their own, many and varied interests, and a healthy self-esteem. A career-woman, however, may not be appealing to an ENTJ male, who is apt to view his home and family as a part of his professional background, as a resource to aid in his own career development. He might expect his mate to be active in civic and community affairs, to be socially sophisticated, and to continue her education. The ENTJ female, on the other hand, may find it difficult to select a mate who is not overwhelmed by the force of her will.

Also in their parenting role, Fieldmarshals are thoroughly **in charge**, and their children will know what is expected of them—and will be expected to obey. When they don't, the ENTJ parent is not apt to make a scene; rather, there is more likely to be a low-key clarification about who is in charge, what is expected, and what the **natural consequences** of disobedience will be. Few children are not in awe of this sort of command. While both mating and parenting are highly important to the Fieldmarshals, these roles must sometimes take a back seat to their strong career drive, and to the enormous amount of time they spend on the job.

## The Mastermind [INTJ]

All Rationals are good at planning operations, but Masterminds [INTJs] are head and shoulders above all the rest in what is called "**contingency planning**." A contingency plan has "if-thens" in it, put there to deal with foreseeable errors and shortages of personnel and materiel. All sorts of contingencies are bound to arise when any complex project is undertaken, from planning a family vacation in Europe to preparing for the invasion of Europe, as in World War II. Such operations involve many, many steps, each of which must be **coordinated** to follow one another in a necessary progression, and each of which can be subject to unforeseen problems. Masterminds are able to grasp how each step leads to the next, and to prepare alternatives for difficulties that are likely to arise. Masterminds never set the course of their current project without a Plan A firmly in mind, but they are always prepared to switch to Plan B—or C or D if need be.

Masterminds are rare, comprising no more than, say, one percent of the population, and they are rarely encountered outside their office, factory, or laboratory. Although they are highly capable leaders, Masterminds are not at all eager to take command, preferring to stay in the background

until others demonstrate their inability to lead. Once they take charge, however, they are thoroughgoing **pragmatists**, seeing reality as nothing more than a chess board for working out and refining their strategies. When planning a campaign, the Mastermind is completely **open-minded** and will entertain any idea that might prove useful. Fruitful ideas are quickly applied, all else discarded.

To the Mastermind, a plan is never set in concrete, but can be changed and improved. Thus they do not feel bound by arbitrary rules and by-the-book procedures, and authority based on degrees, credentials, title, or celebrity does not impress them, nor do slogans or catchwords. They will adopt ideas only if they are **useful**, which is to say if they work efficiently toward accomplishing their goals. Only ideas that **make sense** to them are adopted; those that don't, aren't, no matter who thought of them.

Masterminds tend to be much more **self-confident** than other Rationals, having usually developed a very strong will. Decisions come easily to them; indeed, they can hardly rest until they have things settled and decided. They have a drive to **completion**, always with an eye to long-term consequences. Ideas seem to carry their own force for them, although they subject every idea to the test of usefulness. Difficulties are highly stimulating to Masterminds, who love responding to a problem that requires a creative solution. These traits lead them to occupations where theoretical models can be implemented in the workplace. They build data and human **systems** wherever they work, if given the slightest opportunity. They can be outstanding in scientific research and as executives in business.

These quiet, determined Rationals usually rise to positions of responsibility, for they work long and hard and are steady in their pursuit of goals, sparing neither their own time and effort nor that of their colleagues and employees. They tend, ordinarily, to verbalize the **positive** and to avoid comments of a negative nature; they are more interested in moving an organization forward than dwelling on mistakes of the past. However, they can develop **tunnel-vision** at times, which can be a weakness in their careers, for by focusing so tightly on their own pursuits they can ignore the points of view and wishes of others.

Masterminds are certain that **efficiency** is indispensable in the well-run organization, and if they encounter problems of overlapping functions, duplication of effort, useless paperwork, and waste of human and material resources, they are quick to realign operations and reassign personnel to increase **productivity**. Remember, their aim is always efficiency.

On the job, Masterminds tend to drive others as hard as they drive themselves, and so they often seem **demanding** and difficult to satisfy. Their fellow workers often feel as if a Mastermind can see right through them, and often believe that they are critical of them. This tendency of

people to feel transparent, and incompetent, in their presence often results in rather distant working relationships. Colleagues may describe INTJs as unemotional and, at times, cold and unfriendly, when in truth they are merely taking the goals of an institution seriously, and continually striving to **achieve** those goals. Fortunately, indifference or criticism from their fellow workers does not particularly bother Masterminds, if they believe that they are right. All in all, they make dedicated, loyal employees whose loyalties are directed toward the institution, rather than toward individuals within the institution.

Masterminds want harmony and order in their home and in their marriage, but not at the cost of having a submissive mate. The most **independent** of all the types, INTJs want their mates to be independent as well, able to stand up to the strength of their personality. Courtship is a special problem for Masterminds, since they regard the selection of a proper mate as a **rational** process, a matter of finding someone who correlates highly with their mental list of physical and intellectual requirements. They know quickly—usually on the first or second date—whether or not a relationship has any future, and they will not waste their time on courtships that seem to hold little promise. In general, Masterminds rely on their head and not their heart to make these choices, and at times, therefore, they will seem **calculating**. Even in more casual social situations, they may appear cold and may neglect to observe small rituals designed to put others at their ease. For example, INTJs may communicate that time is wasted if used for friendly chitchat, and thus people receive a sense of hurry from them which is not always intended.

Make no mistake, the emotions of an INTJ are hard to read, and neither a male nor female of this type is apt to be very outgoing or emotionally expressive. On the contrary, they have a strong need for **privacy**, and they do not enjoy physical contact except with a chosen few. But Masterminds also have a wide **romantic** streak of in them, and once they have decided a person is worthy of them, they make **passionate** mates.

With their children, Masterminds are **loving** and unfailing in their **devotion**. Their children are a major focus in life, and they loyally support them and encourage them to develop in directions of their own choosing. At the same time, they are fully aware that children need well-defined limits, and they are invariably **firm** and **consistent** in setting those limits. Sons or daughters with little sense of direction or little drive to do well in school can puzzle Mastermind parents; they themselves are the highest achievers in school of all the types, and they expect their children to follow suit. But they care more for their children's **individuality** than for their own expectations, and so they quickly back off and give their children room to find their own way.

## The Inventor [ENTP]

It is so natural for Inventor Rationals [ENTPs] to devise gadgets and mechanisms that they start doing it even as young children. And they get such a kick out of it that they really never stop, though in the workplace they will turn their **ingenuity** to many kinds of organizations, social as well as mechanical.

There aren't many Inventors, say about two percent of the population. They are intensely **curious** and continuously **probe** for possibilities, especially when trying to solve complex problems. Such curiosity can be inspiring to others, who find themselves admiring the ENTP's insatiable hunger for **knowledge**. Inventors are also the most reluctant of all the types to do things in a particular manner just because that is the way things have been done. They are always on the lookout for a **better way**, always eyeing new projects, new activities, new procedures. ENTPs are confident in their inventiveness and display a charming capacity to ignore the standard, the traditional, and the authoritative. As a result, they often bring fresh, new approaches to their work and their play.

Inventors are keenly **pragmatic**, and often become expert at improving relationships between means and ends. Where the Architect Rational [INTP] sees design as an end in itself, the Inventor sees design as a means to an end, as a way of **devising the prototype** that works and that can be brought to market. To these Inventors, ideas are valuable when and only when they make possible actions and objects. "It can't be done" is a challenge to an ENTP and elicits a reaction of "I can do it." They are not, however, the movers of mountains as are the Masterminds [INTJs]. Rather, Inventors have faith in their ability to come up with solutions to problems, and they display an extraordinary talent for rising to the demands of even the most impossible situations.

With their **innovative** spirit, Inventors make use of whatever or whoever is at hand, counting on their capability to solve problems as they arise, rather than making a detailed blueprint in advance. A rough idea is all they need to feel confident and ready to proceed into action. Because of this tendency to rely on their ingenuity, ENTPs may, at times, neglect to prepare themselves adequately for a task. Even after repeated failures, they will develop ways of avoiding the task rather than resort to more thorough preparation.

Inventors can succeed in a variety of occupations, as long as the job does not involve too much humdrum routine. They make outstanding teachers, continuously devising new and intriguing ways to get their students involved in learning. They make good leaders on pilot projects that test

their ingenuity. And they are skilled at **engineering** human relationships and human systems, quickly grasping the politics of institutions and always aiming to understand the people within the system rather than to tell them what to do. Indeed, they will direct activities only when forced to by circumstances.

No matter what their occupation, however, Inventors are usually **non-conformists** in the workplace. If their job becomes dull and repetitive, they tend to lose interest and fail to follow through—often to the discomfort of colleagues. To **stave off routine**, ENTPs will try to outwit the status quo and use the rules and regulations within the institution to give themselves room to be **creative**. They may even work against the institution just for the joy of holding the upper hand. Inventors have also been known to engage in brinkmanship with their superiors, placing their own careers in jeopardy and behaving as if unaware of the consequences. Thus they may create an unnecessary crisis on the job, just to give them an opportunity to come up with a solution—which, more often than not, they succeed in doing.

Inventors often have a **lively** circle of friends and are interested in their ideas and activities. They are usually **easy-going**, seldom critical or nagging. ENTPs can be engaging conversationalists, able to express their own complicated ideas and to follow the ideas of others. When arguing issues, however, they may deliberately employ debate skills to the disadvantage of their opponents, even when the opponents happen to be close associates and valued friends. Quick and **agile of mind**, they respond immediately to their opponents' shifting position in an argument. Often they are several jumps ahead. To be sure, Inventors are the most able of all the types to maintain a one-up position with others, while to be taken-in by another can severely hurt their pride.

Their home environment also tends to be full of life. Inventors like people, laugh easily and often, and are typically in **good humor**. Although usually dependable providers, life with Inventors can be at times an adventure, and they can navigate the family into dangerous economic waters. Orderliness in the routines of daily living is not a big deal to them, and they usually let their mates pick up after them. Inventors like to spar with words, and if their mates are not **intellectually competitive** they are likely to find such one-up/one-down transactions somewhat wearying. If the mate is competitive, however, the result can be delightful give-and-take.

Inventors tend to have all sorts of **hobbies** and to be experts in unexpected areas, but they are not apt to share these hobbies with their mate or children in the sense of teaching them. As parents, ENTPs may be very **inconstant** in the attention they give to their offspring. Usually, it is feast or famine, wonderful warmth and affection when they are with their children,

but also benign neglect when they are engrossed in their many outside interests. In particular, Inventors have little time for the everyday tasks of caring for and disciplining their children, and if possible will leave such concerns to their mate.

## **The Architect [INTP]**

Architect Rationals [INTPs] must not be thought of as only interested in drawing blueprints for buildings or roads or bridges. They are the architects of all kinds of **theoretical systems**, including school curricula, corporations, and machines. For this type of Rational, the world exists primarily to be analyzed, understood, and explained. What is important is that they uncover and articulate the underlying **structures** of the universe, and that whatever they say about the universe is accurate, comprehensive, and coherent.

Architects are rare—maybe one percent of the population—and therefore not to be seen in ordinary places, or if seen, not recognized. The INTP is the logician, the mathematician, the technologist, the scientist—that man or woman given to any pursuit that requires systems **analysis** and structural **design**. Put another way, curiosity concerning the world's fundamental principles and natural laws is the driving force in INTPs, and their great talent is for designing **models** of these structures. For the Architect, the model is the thing, whether a two, three, or four dimensional model.

Ruthless **pragmatists** about ideas, Architects will learn in any manner and degree they can. If **knowledge** can be gathered from observing someone or taking some action, then such is worthwhile. If not, then not. Thus authority derived from office, credential, or celebrity does not impress them. Nor do they care very much whether others understand or accept their ideas. External reality in itself is unimportant, a mere arena for checking out the **usefulness** of their ideas.

Architects are interested only in what is relevant to the issue at hand, and thus they seem able to concentrate better than any other type. They can also become **obsessed** with analysis. Once caught up in a thought process, that process seems to have a will of its own, and they persevere until they comprehend the issue in all its complexity. Moreover, once INTPs learn something, they remember it. Architects prize **intelligence**, and with their grand desire to grasp the laws of nature, they can seem **arrogant** and may show impatience at times with others who have less ability, or who are less driven. Unfortunately, their pride in their ingenuity can, at times, generate hostility in others.

Architects exhibit the greatest **precision** in thought and speech of all

the types. They tend to see distinctions and inconsistencies in sentences instantaneously, and can detect contradictions in statements no matter when or where the statements were made. Only sentences that are **coherent** carry weight with them. Like the Inventors [ENTPs], Architects are devastating in **debate** or any form of adversarial discussion, their skill in analysis giving them an enormous advantage in ripping apart their opponents' arguments and in structuring their own. They regard all discussions as a search for **understanding**, and believe their function is to eliminate inconsistencies, no matter who is guilty of them. It is difficult for an Architect to listen to nonsense, even in a casual conversation, without pointing out the speaker's error, and this makes communication with them an uncomfortable experience for many.

It is hard for some to understand Architects because of their complex and technical speech and their avoidance of redundancy. However, they can be excellent teachers, particularly for advanced students, although here again they rarely enjoy much popularity, for they can be **hard task-masters**. They are not good at clerical jobs and are impatient with routine details. They prefer to work quietly, without interruption, and often alone. They are inclined to be **shy** except when with close friends, and their reserve is difficult to penetrate. For all these reasons, INTPs are often seen as difficult to know, and are seldom perceived at their true level of competency. If an organization is to use their talents effectively, Architects must be given an efficient support staff who can capture the Architects' ideas as they emerge—and before they lose interest and turn to another idea.

Architects are **loyal** and **loving** to their mates—although **preoccupied** at times, and somewhat forgetful of appointments, anniversaries, and other social customs. They don't welcome much social activity at home, nor will they arrange it, content to have their mate be in charge of the social calendar. If left to their own devices, Architects will retreat into the world of books and ideas, emerging only when physical needs force them. In the home Architects are **even-tempered**, adaptable, and easy to live with—but only until one of their principles is violated, in which case their flexibility ceases altogether, and they are **rigorous** and relentless in pointing out their mate's error. INTPs prefer to keep their desires and emotions to themselves, and simply don't pay much attention to the desires and emotions of their mates. But if what their mates are feeling is a mystery to them, Architects are keenly aware of what their mates actually say and do, and will often ask them to give a **rationale** for their statements and actions.

Architects are wonderful parents; they enjoy children, and are very serious about their upbringing. Each of their children is treated as a rational **individual**, with rights, privileges, and as much **autonomy** as that child can handle safely. Architects encourage their children to take responsibility

for their own lives and to chart their own course. They do not visit their own expectations on their children and never attack them physically or verbally. When safe to do so Architects let the natural consequences of their children's actions teach them about reality. When this is unsafe, they figure out some way to let **logical consequences** correct their children's actions.



# THE TRAITS OF TEMPERAMENT AND CHARACTER

- **Interest**
- Education
- Preoccupation
- Vocation
- **Orientation**
- Present
- Future
- Past
- Place
- Time
- **Self-Image**
- Self-Esteem
- Self-Respect
- Self-Confidence
- **Value**
- Being
- Trusting
- Yearning
- Seeking
- Prizing
- Aspiring
- **Social Role**
- Mating
- Parenting
- Leading
- **Ability**
- Speech
- Intellect

	<b>Artisan</b>	<b>Guardian</b>	<b>Idealist</b>	<b>Rational</b>
	<b>Arts&amp;Crafts Technique Equipment</b>	<b>Commerce Morality Materiel</b>	<b>Humanities Morale Personnel</b>	<b>Sciences Technology Systems</b>
	<b>Hedonism Optimism Cynicism Here Now</b>	<b>Stoicism Pessimism Fatalism Gateways Yesterday</b>	<b>Altruism Credulism Mysticism Pathways Tomorrow</b>	<b>Pragmatism Skepticism Relativism Intersections Intervals</b>
	<b>Artistic Audacious Adaptable</b>	<b>Dependable Beneficent Respectable</b>	<b>Empathic Benevolent Authentic</b>	<b>Ingenious Autonomous Resolute</b>
	<b>Excited Impulse Impact Stimulation Generosity Virtuoso</b>	<b>Concerned Authority Belonging Security Gratitude Executive</b>	<b>Enthusiastic Intuition Romance Identity Recognition Sage</b>	<b>Calm Reason Achievement Knowledge Deference Wizard</b>
	<b>Playmate Liberator Negotiator</b>	<b>Helpmate Socializer Stabilizer</b>	<b>Soulmate Harmonizer Catalyst</b>	<b>Mindmate Individuator Visionary</b>
	<b>Harmonic Tactical</b>	<b>Associative Logistical</b>	<b>Inductive Diplomatic</b>	<b>Deductive Strategic</b>

## The Keirsey Temperament Sorter II

Check either (a) or (b) answers and transfer check marks to answer sheet below.

### 1 When the phone rings do you

- (a) hurry to get to it first  
 (b) hope someone else will answer

### 2 Are you more

- (a) observant than introspective  
 (b) introspective than observant

### 3 Is it worse to

- (a) have your head in the clouds  
 (b) be in a rut

### 4 With people are you usually more

- (a) firm than gentle  
 (b) gentle than firm

### 5 Are you more comfortable in making

- (a) critical judgments  
 (b) value judgments

### 6 Is clutter in the workplace something you

- (a) take time to straighten up  
 (b) tolerate pretty well

### 7 Is it your way to

- (a) make up your mind quickly  
 (b) pick and choose at some length

### 8 Waiting in line, do you often

- (a) chat with the others  
 (b) stick to business

### 9 Are you more

- (a) sensible than ideational  
 (b) ideational than sensible

### 10 Are you more interested in

- (a) what is actual  (b) what is possible

### 11 In making decisions do you go more by

- (a) data  (b) desires

### 12 In sizing up others do you tend to be

- (a) objective and impersonal  
 (b) friendly and personal

### 13 Do you prefer contracts to be

- (a) signed, sealed, and delivered  
 (b) settled on a handshake

### 14 Are you more satisfied having

- (a) a finished product  
 (b) work in progress

### 15 At a party, do you

- (a) interact with many, even strangers  
 (b) interact with a few friends

### 16 Do you tend to be more

- (a) factual than speculative  
 (b) speculative than factual

### 17 Do you like writers who

- (a) say what they mean  
 (b) use metaphors and symbolism

### 18 Which appeals to you more:

- (a) consistency of thought  
 (b) harmonious relationships

### 19 In disappointing someone are you

- (a) frank and straightforward  
 (b) warm and considerate

### 20 On the job do you want your activities

- (a) scheduled  
 (b) unscheduled

### 21 Do you more often prefer

- (a) final, unalterable statements  
 (b) tentative, preliminary statements

### 22 Does interacting with strangers

- (a) energize you  
 (b) tax your reserves

### 23 Facts are more likely to

- (a) speak for themselves  
 (b) illustrate principles

### 24 Do you find visionaries and theorists

- (a) somewhat annoying  
 (b) rather fascinating

### 25 In a heated discussion, do you

- (a) stick to your guns  
 (b) look for common ground

### 26 Is it better to be

- (a) just  
 (b) merciful

### 27 At work, is it more natural for you to

- (a) point out mistakes  (b) try to please

### 28 Are you more comfortable

- (a) after a decision  (b) before a decision

### 29 Do you tend to

- (a) say right out what's on your mind  
 (b) keep your ears open

### 30 Common sense is

- (a) usually reliable  
 (b) frequently questionable

### 31 Children often do not

- (a) make themselves useful enough  
 (b) exercise their fantasy enough

### 32 When in charge of others are you

- (a) firm and unbending  
 (b) forgiving and lenient

### 33 Are you more often

- (a) a cool-headed person  
 (b) a warm-hearted person

### 34 Are you prone to

- (a) nailing things down  
 (b) exploring the possibilities

**35 In most situations are you more**

- (a) deliberate
- (b) spontaneous

**36 Do you think of yourself as**

- (a) outgoing  (b) private

**37 Are you more frequently**

- (a) a practical sort of person
- (b) a fanciful sort of person

**38 Do you speak more in**

- (a) particulars than generalities
- (b) generalities than particulars

**39 Which is more of a compliment:**

- (a) "There's a logical person"
- (b) "There's a sentimental person"

**40 Which rules you more**

- (a) your thoughts
- (b) your feelings

**41 When finishing a job, do you like to**

- (a) tie up all the loose ends
- (b) move on to something else

**42 Do you prefer to work**

- (a) to deadlines
- (b) just whenever

**43 Are you the kind of person who**

- (a) is rather talkative
- (b) doesn't miss much

**44 Are you inclined to take what is said**

- (a) more literally
- (b) more figuratively

**45 Do you more often see**

- (a) what's right in front of you
- (b) what can only be imagined

**46 Is it worse to be**

- (a) a softy  (b) hard-nosed

**47 In hard circumstances are you sometimes**

- (a) too unsympathetic
- (b) too sympathetic

**48 Do you tend to choose**

- (a) rather carefully
- (b) somewhat impulsively

**49 Are you inclined to be more**

- (a) hurried than leisurely
- (b) leisurely than hurried

**50 At work do you tend to**

- (a) be sociable with your colleagues
- (b) keep more to yourself

**51 Are you more likely to trust**

- (a) your experiences
- (b) your conceptions

**52 Are you more inclined to feel**

- (a) down to earth
- (b) somewhat removed

**53 Do you think of yourself as a**

- (a) tough-minded person
- (b) tender-hearted person

**54 Do you value more in yourself being**

- (a) reasonable  (b) devoted

**55 Do you usually want things**

- (a) settled and decided
- (b) just penciled in

**56 Would you say you are more**

- (a) serious and determined
- (b) easy going

**57 Do you consider yourself**

- (a) a good conversationalist
- (b) a good listener

**58 Do you prize in yourself**

- (a) a strong hold on reality
- (b) a vivid imagination

**59 Are you drawn more to**

- (a) fundamentals
- (b) overtones

**60 Which seems the greater fault:**

- (a) to be too compassionate
- (b) to be too dispassionate

**61 Are you swayed more by**

- (a) convincing evidence
- (b) a touching appeal

**62 Do you feel better about**

- (a) coming to closure
- (b) keeping your options open

**63 Is it preferable mostly to**

- (a) make sure things are arranged
- (b) just let things happen naturally

**64 Are you inclined to be**

- (a) easy to approach  (b) reserved

**65 In stories do you prefer**

- (a) action and adventure
- (b) fantasy and heroism

**66 Is it easier for you to**

- (a) put others to good use
- (b) identify with others

**67 Which do you wish more for yourself**

- (a) strength of will
- (b) strength of emotion

**68 Do you see yourself as basically**

- (a) thick-skinned
- (b) thin-skinned

**69 Do you tend to notice**

- (a) disorderliness
- (b) opportunities for change

**70 Are you more**

- (a) routinized than whimsical
- (b) whimsical than routinized

## Answer Sheet

a		b		a		b		a		b		a		b		a		b									
1				2				3				4				5				6				7			
8				9				10				11				12				13				14			
15				16				17				18				19				20				21			
22				23				24				25				26				27				28			
29				30				31				32				33				34				35			
36				37				38				39				40				41				42			
43				44				45				46				47				48				49			
50				51				52				53				54				55				56			
57				58				59				60				61				62				63			
64				65				66				67				68				69				70			
1				2	3			4	3			4	5			6	5			6	7			8	7		8

1	2	3	4
E	I	S	N
5	6	7	8
T	F	J	P

## Sample Answer Sheet

a		b		a		b		a		b		a		b		a		b									
1	✓			2	✓			3	✓			4		✓		5		✓		6		✓		7		✓	
8	✓			9	✓			10	✓			11	✓			12		✓		13	✓			14	✓		
15	✓			16	✓			17	✓			18	✓			19		✓		20	✓			21	✓		
22		✓		23	✓			24		✓		25		✓		26	✓			27		✓		28		✓	
29	✓			30	✓			31	✓			32		✓		33		✓		34	✓			35	✓		
36	✓			37	✓			38	✓			39		✓		40		✓		41	✓			42	✓		
43		✓		44		✓		45		✓		46		✓		47	✓			48		✓		49		✓	
50	✓			51	✓			52	✓			53	✓			54		✓		55	✓			56	✓		
57	✓			58	✓			59	✓			60		✓		61		✓		62	✓			63	✓		
64	✓			65	✓			66	✓			67	✓			68		✓		69	✓			70	✓		
1	8	2		2	3	9	1	4	3	8	2	4	5	4	6	6	5	2	8	6	7	7	3	8	7	7	3

1	2	3	4
8	2	17	3
5	6	7	8
T	F	J	P

## Directions for Scoring

1. **Add down** so that the total number of **a** answers is written in the box at the bottom of each column (see above for illustration). Do the same for the **b** answers you have checked. Each of the 14 boxes should have a number in it.

2. **Transfer the number** in box No. 1 of the answer grid to box No. 1 below the answer grid. Do this for box No. 2 as well. Note that you have two numbers for boxes 3 through 8. Bring down the first number for each box beneath the second, as indicated by the arrows. Now add all the pairs of numbers and enter the total in the boxes below the answer grid, so each box has only one number.

3. **Now you have** four pairs of numbers. Circle the letter below the larger numbers of each pair (see sample answer sheet above for an illustration). If the two numbers of any pair are equal, then circle neither, but put a large X below them and circle it.

## The 16 Combinations

You have now identified your personality type. It should be one of the following:

SP Artisan	SJ Guardian	NF Idealist	NT Rational
ESTP	ESTJ	ENFJ	ENTJ
ISTP	ISTJ	INFJ	INTJ
ESFP	ESFJ	ENFP	ENTP
ISFP	ISFJ	INFP	INTP

If you have an X in your type label, you should read the two portraits indicated, and choose the one more like you. For example, if your type label was ESXJ, then reading both the ESTJ and ESFJ portraits may help you choose one or the other as more like you. However, if an X appears in the S-N scale (or even if the two scores are nearly equal) it is advisable to disregard the Temperament Sorter and turn to the Keirsey FourTypes Sorter on the next page. This questionnaire identifies your basic temperament—SP, SJ, NF, NT—and you can then scan the four portraits of the type indicated.

## About the Validity of Personality Questionnaires

Personality questionnaires are not measuring devices like rulers, meters, or scales that measure such things as height, speed, or weight. This means that they cannot be validated the way measuring devices are. This does not mean, however, that the results of personality questionnaires cannot be checked out for their accuracy. They can be, if those completing the questionnaires are willing to observe honestly what they say and do, and ask others who know them to watch them. This is called “type-watching,” an enlightening and enjoyable habit acquired by many who have completed the Temperament Sorter II, and who have read *Please Understand Me II*. By type-watching in the light of a theory of personality, we not only come to understand ourselves, but gradually come to understand, and appreciate, our spouse, our children, our parents, our friends, and our colleagues.

# Extra Answer Sheets

a		b		a		b		a		b		a		b		a		b	
1			2			3			4			5			6			7	
8			9			10			11			12			13			14	
15			16			17			18			19			20			21	
22			23			24			25			26			27			28	
29			30			31			32			33			34			35	
36			37			38			39			40			41			42	
43			44			45			46			47			48			49	
50			51			52			53			54			55			56	
57			58			59			60			61			62			63	
64			65			66			67			68			69			70	
1			2	3		4	3		4	5		6	5		6	7		8	7

1			2			3			4			5			6			7		8
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1			2			3			4			5			6			7		8
---	--	--	---	--	--	---	--	--	---	--	--	---	--	--	---	--	--	---	--	---

**E I                      S N                      T F                      J P**

a		b		a		b		a		b		a		b		a		b	
1			2			3			4			5			6			7	
8			9			10			11			12			13			14	
15			16			17			18			19			20			21	
22			23			24			25			26			27			28	
29			30			31			32			33			34			35	
36			37			38			39			40			41			42	
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50			51			52			53			54			55			56	
57			58			59			60			61			62			63	
64			65			66			67			68			69			70	
1			2	3		4	3		4	5		6	5		6	7		8	7

1			2			3			4			5			6			7		8
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1			2			3			4			5			6			7		8
---	--	--	---	--	--	---	--	--	---	--	--	---	--	--	---	--	--	---	--	---

**E I                      S N                      T F                      J P**

# The Keirsey FourTypes Sorter

For each item, rank the four choices. Mark the response most like you as #1; less like you, #2; still less like you, #3; & least like you, #4. Put your numbers in front of the corresponding letters.

**1. I'd rather study**

- (a) arts & crafts
- (b) literature & humanities
- (c) business & finance
- (d) science & engineering

**2. I feel best about myself when**

- (a) I'm graceful in action
- (b) I'm *en rapport* with someone
- (c) I'm rock-solid dependable
- (d) I exercise my ingenuity

**3. In mood I'm more often**

- (a) excited & stimulated
- (b) enthusiastic & inspired
- (c) cautious & prudent
- (d) calm & detached

**4. I keep coming back to**

- (a) perfecting my craft
- (b) helping others affirm themselves
- (c) helping others do right
- (d) figuring out how things work

**5. Coming right down to it I tend to be**

- (a) practical & opportunistic
- (b) compassionate & altruistic
- (c) dutiful & diligent
- (d) efficient & pragmatic

**6. I respect myself more for**

- (a) being bold & adventurous
- (b) being kind-hearted & of good will
- (c) doing good deeds
- (d) being autonomous & independent

**7. I'm more inclined to trust**

- (a) impulses & whims
- (b) intuitions & intimations
- (c) customs & traditions
- (d) pure reason & formal logic

**8. I'm sometimes eager to**

- (a) make an impression & have impact
- (b) lose myself in romantic dreams
- (c) be a valued & legitimate member
- (d) make a scientific breakthrough

**9. I'm in a life-long search for more**

- (a) thrills & adventures
- (b) self-understanding
- (c) safety & security
- (d) efficient methods of operation

**10. In facing the future**

- (a) I bet something lucky will turn up
- (b) I believe in people's innate goodness
- (c) You just can't be too careful
- (d) It's best to keep a wary eye

**11. If it were possible I'd like to become**

- (a) an artistic virtuoso
- (b) a wise prophet
- (c) a chief executive
- (d) a technological genius

**12. I'd do best in a job working with**

- (a) tools & equipment
- (b) human resources development
- (c) materiel & services
- (d) systems & structures

**13. As a guide to action I look primarily at**

- (a) immediate advantages
- (b) future possibilities
- (c) past experience
- (d) necessary & sufficient conditions

**14. I'm most self-confident when I'm**

- (a) adaptable & flexible
- (b) genuine & authentic
- (c) honorable & respectable
- (d) strong-willed & resolute

**15. I appreciate it when others**

- (a) surprise me with generosity
- (b) recognize my true self
- (c) express their gratitude
- (d) ask me for my rationale

**16. When thinking about misfortune**

- (a) I usually laugh it off
- (b) I often wonder why
- (c) I try to make the best of it
- (d) I view it from a wide perspective

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
<b>a</b>																	<b>A</b>
<b>b</b>																	<b>I</b>
<b>c</b>																	<b>G</b>
<b>d</b>																	<b>R</b>

**Directions for Scoring:** • **First**, in the numbered columns above, record your rankings (1 to 4) for each of the 16 items. • **Second**, add the numbers across each of the four rows (**a**, **b**, **c**, **d**) & place the sums in the boxes at the far right of the rows. • **Third**, circle the letter (**A**, **I**, **G**, or **R**) beside the *lowest* sum. • **Fourth**, **A** stands for **Artisan**, **I** for **Idealist**, **G** for **Guardian**, and **R** for **Rational**.





• **The Pygmalion Project: 1 The Artisan** Montgomery 180 pages—\$9.95  
 The bold, impulsive Artisan (SP) style of love with their Guardian (SJ), Rational (NT), and Idealist (NF) mates, as illustrated by characters in novels, plays, and films, such as Lawrence's *Lady Chatterley's Lover*, Hemingway's *The Sun Also Rises*, Fitzgerald's *The Great Gatsby*, and others.

• **The Pygmalion Project: 2 The Guardian** Montgomery 258 pages—\$9.95  
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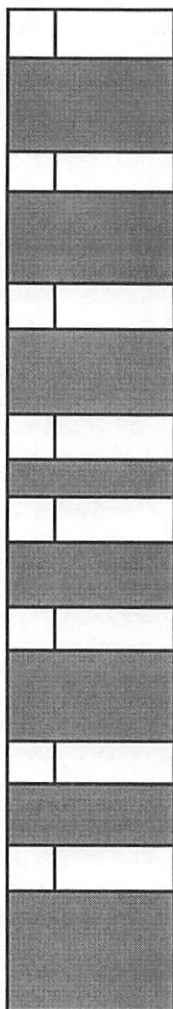
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• **Talk So Kids Will Listen and Listen So Kids Will Talk** 242 pages—\$12.50  
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• **Abuse it—Lose it** Keirsey 20 pages—\$2.00  
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• **Drugged Obedience in the School** Keirsey 8 pages—\$.25  
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• **Talking Back to Ritalin** Breggin 416 pages—\$24.95  
 Breggin has revealed just how evil the practice is of drugging inattentive school children whose only offense is to attend to their own agenda instead of the teacher's. Breggin describes the full range of harmful effects of stimulants, including brain atrophy, weight loss, insomnia, tics, and irreparable damage to self-esteem, self-respect, and self-confidence.



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Professor Keirse is a long time clinical psychologist of the gestalt-field-systems school. After 40 years of treating hundreds of teaching, parenting, marriage, and management problems, Dr. Keirse now challenges the reader to "Abandon the Pygmalion Project," that endless and fruitless attempt to change the Other into a carbon copy of Oneself. We all hear "different drummers," Keirse says, and he encourages us to give up our efforts to sculpt our spouse, children, or employees in our own image. "Put down your chisel," he says, "let be. Appreciate each other's differences."



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## ***The Please Understand Me Phenomenon***

Keirsey and Bates's *Please Understand Me*, first published in 1978, sold nearly 2 million copies in its first 20 years, becoming a perennial best seller all over the world. Advertised only by word of mouth, *Please Understand Me* was adopted by colleges across the nation for use in a dozen different departments, and also became a favorite training and counseling guide in many institutions—government, church, and business.

## ***Now: Please Understand Me II***

For the past twenty years Dr. Keirsey has continued to investigate personality differences—to refine his theory of the four temperaments and to define the traits of character that distinguish one from another. His findings form the basis of *Please Understand Me II*, an updated and greatly expanded edition of the book, far more comprehensive and coherent than the original, and yet with much of the same easy readability.

As in the original book, *Please Understand Me II* begins with *The Keirsey Temperament Sorter*, the best selling personality inventory in the world, and the most popular on the Internet (at Keirsey.com). But also included is *The Keirsey FourTypes Sorter*, a new and shorter questionnaire that identifies your basic temperament and then ranks your second, third, and fourth choices. Share this new sorter with your friends and family, and get set for a lively and fascinating discussion of personal styles.