

About the Authors

Linda V. Berens

Linda V. Berens, Ph.D. is the Director and Founder of Temperament Research Institute, which provides organizational consulting, training and MBTI® qualifying programs. She is the author of *Understanding Yourself and Others™*, an *Introduction to Temperament*, and coauthor of *Working Together, a Personality Approach to Management* as well as numerous training materials. As an organizational development consultant, she applies systems thinking and understanding individual differences to solving organizational problems. She is a licensed Marriage and Family Therapist and Educational Psychologist, and has over twenty-five years experience using temperament and type with individuals and teaching these theories to professionals. Linda is recognized internationally for her contributions to the field of psychological type, for integrating temperament and Jung's typology, and for developing user friendly training materials for practical application of those theories.

Dario Nardi

Dario Nardi, Ph.D. is currently an Adjunct Assistant Professor of Mathematics at University of California, Los Angeles, in the department's Program in Computing. He has been working with type and temperament since 1992, and has been intimately involved in innovative product development with the Temperament Research Institute for seven years. He has authored several papers on type research with students. Dario received his degree in systems science from S.U.N.Y. Binghamton's Watson School of Engineering. His background in systems thinking, linguistics and artificial intelligence, undergraduate curriculum design and writing has led him to breakthroughs using multiple methods and models for getting at the "true self," as well as for restructuring academic courses to suit all learning styles.

Contents

<i>From the Authors</i>	iv
What Is Personality	1
Personality has Several Aspects	1
Understanding Personality	2
What is Personality "Type"	2
Knowing the "Self"	3
Ways to Describe Personality	4
Traits and Parts	4
Processes and Parts	4
Systems	4
How to Discover Your <i>Best-Fit Type</i>	6
What is <i>Best-Fit Type</i> ?	6
Personality Instruments	6
The Self-Discovery Process SM	6
Descriptions for Self-Discovery	7
The Sixteen Personality Type Descriptions	
Expeditor Promoter ESTP	12
Analyzer Operator ISTP	14
Motivator Presenter ESFP	16
Composer Producer ISFP	18
Implementor Supervisor ESTJ	20
Planner Inspector ISTJ	22
Facilitator Caretaker ESFJ	24
Protector Supporter ISFJ	26
Strategist Mobilizer ENTJ	28
Conceptualizer Director INTJ	30
Explorer Inventor ENTP	32
Designer Theorizer INTP	34
Envisioner Mentor ENFJ	36
Foreseer Developer INFJ	38
Discoverer Advocate ENFP	40
Harmonizer Clarifier INFP	42
Understanding Yourself	44
Relating to Others	46
Now What?	47
Appendix A: Essential Qualities of the Patterns	48
Appendix B: Notes for the Facilitator	51
Appendix C: References	52

Foreseer Developer • INFJ, Page 38

Personal growth. Sustain the vision. Honoring the gifts of others. Taking a creative approach to life. Talent for foreseeing. Exploring issues. Bridge differences and connect people. Practical problem solving. Live with a sense of purpose. Living an idealistic life often presents them with a great deal of stress and a need to withdraw.

Harmonizer Clarifier • INFP, Page 42

Going with the flow. Knowing what is behind what is said. Uncovering mysteries. Exploring moral questions. Talent for facilitative listening. Relate through stories and metaphors. Balancing opposites. Getting reacquainted with themselves. Have a way of knowing what is believable. Struggling with structure and getting their lives in order.

IDEALIST THEMES

Envisioner Mentor • ENFJ, Page 36

Communicate and share values. Succeeding at relationships. Realizing dreams—their own and others. Seek opportunities to grow together. Heeding the call to a life work or mission. Enjoy the creative process. Intuitive intellect. Reconcile the past and the future. Talent for seeing potential in others. Often find living in the present difficult.

Discoverer Advocate • ENFP, Page 40

Inspiring and facilitating others. Exploring perceptions. Talent for seeing what's not being said and voicing unspoken meanings. Seek to have ideal relationships. Recognize happiness. Living out stories. Want to authentically live with themselves. Respond to insights in the creative process. Finding the magical situation. Restless hunger for discovering their direction.

Conceptualizer Director • INTJ, Page 30

Maximizing achievements. Drive for self-mastery. Build a vision. Very long-range strategizing. Realizing progress toward goals. Systems thinking. Talent for seeing the reasons behind things. Being on the leading edge. Maintaining independence. Find it difficult to let go in interacting with others.

Designer Theorizer • INTP, Page 34

Becoming an expert. Seeing new patterns and elegant connections. Talent for design and redesign. Crossing the artificial boundaries of thought. Activate the imagination. Clarifying and defining. Making discoveries. Reflect on the process of thinking itself. Detach to analyze. Struggle with attending to the physical world.

RATIONAL THEMES

Strategist Mobilizer • ENTJ, Page 28

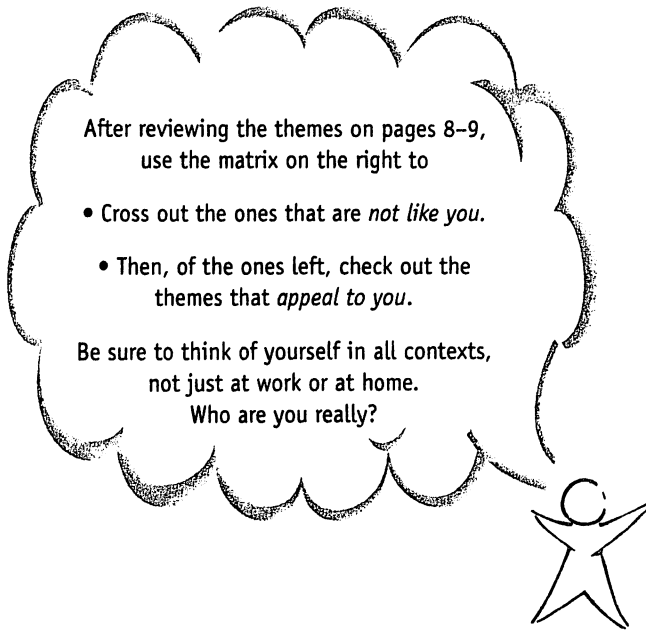
Being a leader. Maximize talents. Marshal resources toward progress. Intuitive explorations. Forging partnerships. Mentoring and empowering. Talent for coordinating multiple projects. Balance peace and conflict. Predictive creativity. Often overwhelmed by managing all the details of time and resources.

Explorer Inventor • ENTP, Page 32

Being inventive. Talented at building prototypes and getting projects launched. Lifelong learning. Enjoy the creative process. Share their insights about life's possibilities. Strategically formulate success. An inviting host. Like the drama of the give and take. Trying to be diplomatic. Surprised when their strategizing of relationships becomes problematic.

<p>Planner Inspector • ISTJ, Page 22</p> <p>Drawing up plans and being prepared. Take responsibility. Getting work done first. Being active in the community. Loyalty to their roles. Cultivating good qualities. Doing the right thing. Bear life's burdens and overcome adversity. Talented at planning, sequencing, and noticing what's missing. Having to learn so much in hindsight is painful at times.</p>	<p>Protector Supporter • ISFJ, Page 26</p> <p>Noticing what's needed and what's valuable. Talent for careful and supportive organization. Know the ins and outs. Enjoy traditions. Work to protect the future. Listening and remembering. Being nice and agreeable. Unselfish willingness to volunteer. Feeling a sense of accomplishment. Exasperated when people ignore rules and don't get along.</p>
<p>GUARDIAN THEMES</p>	
<p>Implementor Supervisor • ESTJ, Page 20</p> <p>Talent for bringing order to chaotic situations. Educating themselves. Industrious, work-hard attitude. Balance work with play. Having a philosophy of life. Having the steps to success. Keeping up traditions. Being well balanced. Connecting their wealth of life experiences. Often disappointed when perfectionistic standards for economy and quality are not met.</p>	<p>Facilitator Caretaker • ESFJ, Page 24</p> <p>Accepting and helping others. Managing people. Hearing people out. Voicing concerns and accommodating needs. Admire the success of others. Remember what's important. Talented at providing others with what they need. Keep things pleasant. Maintaining a sense of continuity. Accounting for the costs. Often disappointed by entrepreneurial projects.</p>
<p>ARTISAN THEMES</p>	
<p>Analyzer Operator • ISTP, Page 14</p> <p>Actively solving problems. Observing how things work. Talent for using tools for the best approach. Need to be independent. Act on their hunches or intuitions. Understanding a situation. Taking things apart. Making discoveries. Sharing those discoveries. Unsettled by powerful emotional experiences.</p>	<p>Composer Producer • ISFP, Page 18</p> <p>Taking advantage of opportunities. Stick with what's important. Talent for pulling together what is just right. Creative problem solving. Building relationships. Attracting the loyalties of others. Being their own true self. Have their own personal style. Play against expectations. Struggle with nurturing their own self-esteem.</p>
<p>Promoter Executor • ESTP, Page 12</p> <p>Taking charge of situations. Tactical prioritizing. Talent for negotiating. Want a measure of their success. Keep their options open. Enjoy acting as a consultant. Winning people over. Caring for family and friends. Enjoy exhilaration at the edge. Disappointed when others don't show respect.</p>	<p>Motivator Presenter • ESFP, Page 16</p> <p>Stimulating action. Have a sense of style. Talent for presenting things in a useful way. Natural actors—engaging others. Opening up people to possibilities. Respect for freedom. Taking risks. A love of learning, especially about people. Genuine caring. Sometimes misperceive others' intentions.</p>

Helping You Decide



<input type="checkbox"/> INFJ Page 38	<input type="checkbox"/> INFP Page 42	<input type="checkbox"/> ISTJ Page 22	<input type="checkbox"/> ISFJ Page 26
<input type="checkbox"/> ENFJ Page 36	<input type="checkbox"/> ENFP Page 40	<input type="checkbox"/> ESTJ Page 20	<input type="checkbox"/> ESFJ Page 24
<input type="checkbox"/> INTJ Page 30	<input type="checkbox"/> INTP Page 34	<input type="checkbox"/> ISTP Page 14	<input type="checkbox"/> ISFP Page 18
<input type="checkbox"/> ENTJ Page 28	<input type="checkbox"/> ENTP Page 32	<input type="checkbox"/> ESTP Page 12	<input type="checkbox"/> ESFP Page 16

About the Other Suggested Patterns

Some of these patterns are genuine “look-alikes” for various logical reasons. Our experiences in facilitating The Self-Discovery ProcessSM with thousands of people have led us to suggest other patterns that are not “logical.” Most often these are based on ways certain types experience the process or respond to instruments. For the same reasons, not every type has the same number of suggestions.

Other Suggested Patterns to Read

Foreseer Developer • INFJ also consider Envisioner Mentor • ENFJ—p. 36 Conceptualizer Director • INTJ—p. 30 Harmonizer Clarifier • INFP—p. 42	Harmonizer Clarifier • INFP also consider Discoverer Advocate • ENFP—p. 40 Composer Producer • ISFP—p. 18	Planner Inspector • ISTJ also consider Implementor Supervisor • ESTJ—p. 20 Protector Supporter • ISFJ—p. 26 Analyzer Operator • ISTP—p. 14	Protector Supporter • ISFJ also consider Facilitator Caretaker • ESFJ—p. 24 Planner Inspector • ISTJ—p. 22
IDEALIST		GUARDIAN	
Envisioner Mentor • ENFJ also consider Foreseer Developer • INFJ—p. 38 Facilitator Caretaker • ESFJ—p. 24 Promoter Executor • ESTP—p. 12 Motivator Presenter • ESFP—p. 16	Discoverer Advocate • ENFP also consider Harmonizer Clarifier • INFP—p. 42 Explorer Inventor • ENTP—p. 32 Motivator Presenter • ESFP—p. 16 Promoter Executor • ESTP—p. 12	Implementor Supervisor • ESTJ also consider Planner Inspector • ISTJ—p. 22 Strategist Mobilizer • ENTJ—p. 28 Promoter Executor • ESTP—p. 12	Facilitator Caretaker • ESFJ also consider Protector Supporter • ISFJ—p. 26 Envisioner Mentor • ENFJ—p. 36 Motivator Presenter • ESFP—p. 16
Conceptualizer Director • INTJ also consider Strategist Mobilizer • ENTJ—p. 28 Foreseer Developer • INFJ—p. 38 Analyzer Operator • ISTP—p. 14 Designer Theorizer • INTP—p. 34	Designer Theorizer • INTP also consider Explorer Inventor • ENTP—p. 32 Analyzer Operator • ISTP—p. 14 Harmonizer Clarifier • INFP—p. 42 Conceptualizer Director • INTJ—p. 30	Analyzer Operator • ISTP also consider Promoter Executor • ESTP—p. 12 Conceptualizer Director • INTJ—p. 30	Composer Producer • ISFP also consider Motivator Presenter • ESFP—p. 16 Harmonizer Clarifier • INFP—p. 42
RATIONAL		ARTISAN	
Strategist Mobilizer • ENTJ also consider Conceptualizer Director • INTJ—p. 30 Implementor Supervisor • ESTJ—p. 20 Promoter Executor • ESTP—p. 12	Explorer Inventor • ENTP also consider Designer Theorizer • INTP—p. 34 Discoverer Advocate • ENFP—p. 40 Promoter Executor • ESTP—p. 12	Promoter Executor • ESTP also consider Analyzer Operator • ISTP—p. 14 Motivator Presenter • ESFP—p. 16	Presenter Motivator • ESFP also consider Composer Producer • ISFP—p. 18 Promoter Executor • ESTP—p. 12

Promoter Executor

TEMPERAMENT: ARTISAN
 INTERACTION STYLE: IN CHARGE
 MBTI® TYPE CODE: ESTP

SNAPSHOT

Theme is promoting. Talents lie in persuading others and expediting to make things happen. Have an engaging, winning style that others are drawn to. Adept at picking up on minimal nonverbal cues. Anticipate the actions and reactions of others and thus win their confidence. Like the excitement and challenge of negotiating, selling, making deals, arbitrating, and in general, achieving the impossible. Thrive on action and the freedom to use all resources at hand to get desired outcomes.

PORTRAIT

Themes

For Promoter Executors, life is a process of taking charge of situations and making things happen. They enjoy a certain exhilaration at the edge, pushing the limits to get the results they want. Then they want to know the measure of their success. Achieving success drives them to work hard, and they want recognition for their success as well as the rewards.

They go to great lengths to keep their options open. The freedom to act is essential to their well-being. Constraints and limits become challenges to work around, but too many of them can be deadly. They are talented at tactical prioritizing. Everything gets subordinated to their priorities as they “stay the course” to do what needs doing. Yet when they see something isn’t working the way they want, they do not hesitate to change their approach or even abandon the project entirely.

Their thought processes tend to revolve around continuously scanning the environment for relevant information, opportunities, and resources, then quickly adjusting their behavior. Then action is taken—over and done, results achieved or adaptations made—all with split-second timing.

Their talent for negotiating shows in how easily they work different sides of an issue. They quickly find the bargaining points and the bottom lines, recognizing when to push and when to back off. Their rich stores of data—places, people, dates—often prompt them to act as a consultant, even when the project or problem isn’t theirs. They love it if they can help solve a challenging problem.

They are keen observers of others’ nonverbal responses and reactions, instantly seeing what people are up to. Their humor, enthusiasm, and direct approach win people over. Interpersonally, people warm to them quickly. People are important to them. Caring for family and friends comes through in how they pitch in and help.

Showing respect is important. Their talent for reading people’s motives sometimes keeps them from showing respect when it is expected. It also leads them to disappointment when others don’t show respect.

Relationships

For Promoter Executors, relationships are about mutual respect. There’s no relationship if they can’t respect the other person. What makes the respect is that the other person doesn’t try to put anything over on them, the other person gives them the freedom to act, and whether they win or lose the other person sees that and still supports them. They like excitement and stimulation and can get a lot out of conflict. There is an admiration of skill in the other person, especially if the person has a unique talent or skill. They like a willingness on the other person’s part to do things for them. They have an attitude that gets people to follow along; they can get people to do what they want, a way that communicates, “I’m your friend, so do this for me.” There is a certain element of power and a devotedness, protecting your own.

In their close relationships, they desire somebody to connect with and have fun with, somebody to talk to. They want companionship, somebody to just be with. They also need a great deal of latitude and want a say in running the relationship. They tend to be extremely generous with material possessions, but can tend to avoid the personal. They may end up with the perception that the other person is letting them down when in fact *they* haven’t put in the time and effort. When they do, they become really family oriented, and when family is very important to them, they take it very seriously.

Analyzer Operator

TEMPERAMENT: ARTISAN
 INTERACTION STYLE: CHART THE COURSE
 MBTI® TYPE CODE: ISTP

SNAPSHOT

Theme is action-driven problem solving. Talents lie in operating all kinds of tools and instruments and using frameworks for solving problems. Keen observers of the environment, they are a storehouse of data and facts relevant to analyzing and solving problems. Thrive on challenging situations and having the freedom to craft clever solutions and do whatever it takes to fix things and make them work. Take pride in their skill and virtuosity, which they seem to effortlessly acquire.

PORTRAIT

Themes

For Analyzer Operators, life is a process of actively solving problems. They enjoy observing how things work, figuring out the best way to solve whatever problem is at hand. That problem might be as basic as fixing something broken or as extensive as heart surgery or starting a business. They have a talent for figuring out what tools to use and the best approach to take to accomplish something. They want to do it so it works the first time and hate having to rework something.

They need to be independent, to do things on their own or to be free to not do them. To not have the freedom to act on their hunches or intuitions is a fate worse than death since it means not using their tactical, problem-solving talent.

Naturally curious, they seek to understand a situation, frequently analyzing and taking things apart to figure out how they work. Then they quickly grasp the most expedient solution, one that will fix it. Once they figure out the immediate next step, they want to move on it, see what happens, and then move on to the next challenge. Others see the fearless, just-do-it attitude and miss the analysis behind the scenes.

Their thought processes tend to be analytical and observational. They quickly scan the environment for inconsistencies, changes, and new information. Then they adapt and work around whatever obstacles appear. And they rarely work on just one thing at a time. No theory or explanation is accepted as the “truth” as there are always more discoveries to make, ways to do it better. They enjoy sharing those discoveries, showing others the techniques that work and the shortcuts that keep things simple. They don’t like change just for change sake, but they do like variety.

In the interpersonal arena, they like to help people solve problems and frequently are called on for help in fixing things. They engage more by doing things with those they care about than by expressions of feeling.

For the most part, they go to great lengths to keep situations on an even keel, to not offend. They sometimes absorb emotional experiences that can often have a very powerful effect on them. This can be unsettling until they can detach enough to figure it all out.

Relationships

For Analyzer Operators, relationships are about taking action. Relationships often center on problem solving, and solving problems for others is how they show they care. They want to feel pride in doing something concrete for the other person, doing whatever uses their talents. They often feel a need to feel smart, and they admire people who are smart. Generally, they are very independent and will resist outside direction, wanting to do things the way they’ve figured out is the best way. They know how to do it, don’t want others to tell them how, and can be critical and sarcastic if overdirected. If they don’t feel trapped, they’ll stick with the relationship and can be very loyal. Unlike in other aspects of their lives, they like having a routine in relationships. Establishing a relationship can take a lot of energy, so once it’s done, it can take a lot of energy to change it. They want the other person to be straightforward with them in communication.

In their close relationships, they are generally good providers and helpmates. They prefer to be with people who share their interests or else allow them to “do their own thing.” They don’t like to talk through interpersonal problems in terms of their feelings. Displays of strong emotions can be taken very seriously and then overwhelm them. Sitting down and talking out their emotions makes them feel trapped. They show how they care more through their actions than their words.

Motivator Presenter

TEMPERAMENT: ARTISAN
 INTERACTION STYLE: GET THINGS GOING
 MBTI® TYPE CODE: ESFP

SNAPSHOT

Theme is performance. Warm, charming, and witty. Want to impact and help others, to evoke their enjoyment, and to stimulate them to act. Want to make a difference and do something meaningful. Often masterful at showmanship, entertaining, motivating, and presenting. Thrive on social interaction, joyful living, and the challenge of the unknown. Like helping people get what they want and need, facilitating them to get results.

PORTRAIT

Themes

For Motivator Presenters, life is a process of stimulating action—getting things going to get things done—preferably having a variety of projects going at once. It is not enough to just have a feeling; it is important to act on that feeling. They accomplish an amazing amount, often juggling a wide range of projects—all with a sense of style. They have a talent for presenting things with a “look”, with flair, and so others can more easily understand and use those things. They are the “natural actors” who meet what the environment gives them and engage others. They enjoy opening up people to all the possibilities they see. Instead of roadblocks and problems, they see challenges.

They have a healthy respect for freedom, theirs and others. Freedom is so important to them that anything that takes it away meets with strong resistance, even on small matters. Freedom from boredom gives them the strength to do what they need to but don’t want to. For them, anything is possible as long as they have freedom! Taking what others view as risk is part of their daily life. They perceive a choice as risky only when it would limit their options and variety.

In their thought processes, they often experience a swirl of input all at once. To manage all these nearly simultaneous perceptions, they want to know what is relevant so they can focus their attention—what’s the goal? Then they process the information so fast, they know what is important and what is wanted—they “get it.” Then they want to be off, achieving the goal. They often find it frustrating to have to stay tuned in, while others are delving deeper or going methodically from A to Z.

Many aspects of life interest them and they have a love of learning. Their talent for displaying and presenting information gets people interested, excited, and involved.

Interpersonally, they are warm and friendly. People open up and relate easily to them. Others are often charmed by their genuine caring, willingness to help, and generosity. They are keen observers of others and very alert to nonverbal cues. They are responsive to those clues, often adapting to others’ wishes to make their lives easier and happier. They want to give others the freedom they so value themselves.

Even though they have a talent for noticing and responding to nonverbal cues, they can place meaning on them that was not intended. When they misread others’ intentions, they can find themselves trapped in a web of complexities.

Relationships

For Motivator Presenters, relationships are about caring, sharing experiences, and having fun together. They are quite generous with their time and possessions. They are great at asking the right questions or making an immediate suggestion and getting a genuine response. They make the effort to get involved, don’t want to be left out of the loop, and often wind up being the center of attention. The upside is that in talking with people, they work really hard to see other people’s points of view. They can be very accommodating until they feel taken advantage of. They have an enormous desire to help and they are sensitive to the pain and suffering of others.

In their close relationships, they like having fun, doing things together. They don’t like dealing with relationship issues in an impersonal, abstract way but prefer relating personally. When there is deep caring, it’s very important and they can be very loyal. If things are going poorly, they will try to make the best of things for quite a long time. But if the situation doesn’t change, then they will want to stop sitting around and go out and start anew. They like affection and showing real feelings and visible gestures of caring.

Composer Producer

TEMPERAMENT: ARTISAN
 INTERACTION STYLE: BEHIND THE SCENES
 MBTI® TYPE CODE: ISFP

SNAPSHOT

Theme is composing, using whatever is at hand to get a harmonious, aesthetic result. Talents lie in combining, varying, and improvising, frequently in the arts but also in business and elsewhere. With their senses keenly tuned in they become totally absorbed in the action of the moment, finding just what fits the situation or the composition. Thrive on having the freedom to vary what they do until they get just the right effect. Take action to help others and demonstrate values. Kind and sensitive to the suffering of others.

PORTRAIT

Themes

For Composer Producers, life is a process of taking advantage of opportunities and being free to do so is like a dream come true. They somehow know how to stick with what's important and not sell out to the opportunities.

They seem to tap into what is extremely important to others and to themselves. They are the ones who listen to what others want and somehow pull together what is just right to get them just what they wanted, maybe even more than was expressed. It all looks so easy that others often underestimate what went into it. They have an amazing talent for creative problem solving and take a great deal of pleasure in helping people solve problems.

In their thought processes they are constantly composing. From their continual, random scanning of available resources, they find just the right idea, color, action, line, word, and so on to pull together a cohesive whole. Then they tinker with it until it feels like what is needed. They often get so absorbed in the creative moment, perfecting the piece, they can lose track of time.

They enjoy building relationships and attracting the loyalties of others while at the same time being their own true self. To not have their own personal style—to be boxed in and not be free to be however they see is needed in the moment—is worse than death to them. They will go to great lengths to avoid being pigeonholed and labeled. It is very important to them to play against the expectations others have of them, yet they often wind up exceeding those expectations when left to their own devices.

Interpersonally, their ability to build relationships can hide their intense need for privacy. And the challenge is always to balance freedom with connection.

They often struggle with nurturing their own self-esteem and sometimes needlessly beat up on themselves. Others may not even notice their struggle because their style is so quiet and unassuming.

Relationships

For Composer Producers, relationships are about camaraderie—having fun doing things together, interacting, and yet also being free. What's important is the sense of friendship, being able to say anything or say nothing and not have to think about or check what they're doing to get another's approval. Some things are just too deep for words. They judge someone on actions, and if others are good to them, then they're good in return. They trust people who aren't going to manipulate and hurt them. They can be very accommodating and agreeable, loyal and sympathetic. They need autonomy and will do what they can to accommodate others; feeling trapped may come suddenly. They want to do what they want to do and may see that as selfish of themselves. Yet they will follow through on a commitment, even though they wind up feeling trapped. They don't need to know that much about a person; being personal is not about self-disclosing but about helping. They listen to establish trust and then turn around and try to help the person. A big negative for them is when the other person never does anything with the help they offer. They are impatient with that.

In their close relationships, they are open to relationships but slow to commit. They commit if it's important to the other person and they get a feeling of a partnership. And then they are loyal, as long as they have some freedom. They don't like to constantly talk about the relationship; they assume if it's good today, then it will still be good tomorrow. Sometimes they feel like the other person just needs to give talking a rest and enjoy doing things together.

Implementor Supervisor

TEMPERAMENT: GUARDIAN
 INTERACTION STYLE: IN CHARGE
 MBTI® TYPE CODE: ESTJ

SNAPSHOT

Theme is supervising, with an eye to the traditions and regulations of the group. Responsible, hardworking, and efficient. Interested in ensuring that standards are met, resources conserved, and consequences delivered. Talents lie in bringing order, structure, and completion. Want to keep order so the organization, group, family, or culture will be preserved. Thrive on organizing and following through with commitments and teaching others how to be successful.

PORTRAIT

Themes

For Implementor Supervisors, life is a process of educating themselves so they can be informed and learn the best way to do things. They have a talent for bringing order to chaotic situations by setting up routines, schedules and standard operating procedures. They want to have a sense of being in control of the situations they feel responsible for. They enjoy making sure everything runs smoothly. When they don't get to organize and complete projects, they are cut off from their main source of energy.

Their industrious, work-hard attitude helps them be accountable. They tend to work hard, but they believe it is important to balance work with play.

Having a philosophy of life provides the consistency they need in order to build a strong foundation. The steps to success are built on that foundation. Time is not to be wasted. Often, they so quickly see the right way to do tasks, others think they are being bossy and overbearing when, in reality, they may still be open to new ideas. They simply think, this is the best way for now. They show caring and concern less in their manner but more in being responsible and helping out.

Keeping up traditions with family, friends and institutions is important. Traditions provide a sense of belonging and membership as well as the predictability and continuity they crave. They carefully weigh risk and innovation against the likelihood of success. They seek to be well balanced and not weird in some way. They really do want to be liked and accepted. Their need to belong keeps them from straying too far from their cultural mainstream.

Their thought processes tend to be sequential and associational. They notice what is missing and out of order. They depend on a wealth of life experiences to help them recognize how what they are taught connects with the methods to make things happen. Once the association is made and compared, the new information, process, or tool is put to use right away.

They have a strong sense of quality and economy. They have a propensity for searching out the people, places, and things that meet their standards and are the most judicious investment. Then they often end up disappointed because whatever it was didn't turn out the way they thought it should.

Relationships

For Implementor Supervisors, relationships are about commitment. Relationships can also be about teaching people how to be responsible and what's important so others will be successful. They tend to have high expectations. The downside is their tendency to take charge, pushing and educating the other person on the right way to do things. They enjoy being with people, keeping track of everyone, and staying connected. They find it very satisfying to have people who will support and stand by them. They want stable relationships where they know they can count on the other person. Their relationships are built on a solid foundation of structure and routine. They tend to do a lot of taking care of what needs to be taken care of, working very hard, and giving of their time.

In their close relationships, they do like to have fun and even be silly. They have a sentimental side that is often hidden but shows in touching moments and a fondness for reminiscing over good times past. They are not expressive very often, especially of negative emotions, because they are so focused on the task at hand. Sometimes they are overly tactful to "be nice." They really don't want to hurt others and are likely to show their caring in what they do, the extra steps they take. They love an active social life.

Planner Inspector

TEMPERAMENT: GUARDIAN
 INTERACTION STYLE: CHART THE COURSE
 MBTI® TYPE CODE: ISTJ

SNAPSHOT

Theme is planning and monitoring, ensuring predictable quality. Thorough, systematic, and careful. See discrepancies, omissions and pitfalls. Talents lie in administering and regulating. Dependable, realistic, and sensible. Want to conserve the resources of the organization, group, family, or culture and persevere toward that goal. Thrive on planning ahead and being prepared. Like helping others through their roles as parent, supervisor, teammate, and community volunteer.

PORTRAIT

Themes

For Planner Inspectors, life is a process of drawing up plans and being prepared. Having things planned out gives them a measure of comfort and safety. Then they can be sure everything will be taken care of. They like to be orderly, systematic, and organized to be sure they don't overlook anything that should be done and to control for things that might go wrong.

They take responsibility for making sure the details of a task are completed to the agreed upon standards and on time. To not follow through on a commitment is nearly incomprehensible to them, and they go to great lengths to make sure whatever needs to be done will be accomplished. Their attitude is that you have to get your work done before you can really enjoy playing. Yet they do like to laugh and joke, even on the job—a side of them sometimes missed by others.

Being active in the community gives them another place besides work and home to be responsible and to contribute to the social structure that keeps society going. Take away their family, work, and community roles and you take away their sources of energy. They enjoy cultivating good qualities in themselves and in others.

They have a lot of loyalty to their roles and take them very seriously, sometimes putting up with conditions most people would avoid or escape. For them, showing they care by supporting one's family, being a good parent, a good worker, or even a good child is most important. One characteristic they are always respected for is doing the right thing. Somehow they manage to bear life's burdens and overcome adversity.

Their thought processes tend to be sequential and structured. First they line up the sequence of what is happening to see exactly what the problem is. They have a keen sense of past experiences to reference for constructing solutions, which they mentally test out for what is likely to happen and any negative effects. They are particularly talented at seeing the pieces of a project, what's missing, and how they go together.

When they reach the end of a task, they look back and often have a sense of "If only I had known then what I know now!" Learning so much in hindsight can be painful at times. They put the knowledge learned in their memory bank so they can apply it in future situations.

Relationships

For Planner Inspectors, relationships are about caring and responsibility. They enjoy giving of their time and experience and want to set a good example. They feel very responsible for those in their care. With a strong sense of honor, they feel it is their duty to keep the family unit, the work group, or the organization together and make sure everything is okay. They will work very hard as providers. The downside is that they can become so focused on their responsibilities to work that they neglect their responsibilities to be more personally involved. They are intensely loyal in all their relationships. Having stable relationships is important, and if educating the other person hasn't worked, they may overlook that person's irresponsibility in order to maintain stability. However, they can eventually get angry when others don't follow through and aren't pulling their weight.

In their close relationships, they are loyal and faithful. Traditional roles suit them well. They tend to hold in emotions and be less expressive. They can be very sentimental at times, especially over reminders of the past. Thoughtfulness and steadiness are the hallmarks of their relationships. They are more likely to give practical gifts than romantic ones. They need to make sure they get enough solitude, especially at the end of the day to review all that has happened and plan for the next day.

Facilitator Caretaker

TEMPERAMENT: GUARDIAN
 INTERACTION STYLE: GET THINGS GOING
 MBTI® TYPE CODE: ESFJ

SNAPSHOT

Theme is providing, ensuring that physical needs are met. Talents lie in supporting others and supplying them with what they need. Genuinely concerned about the welfare of others, making sure they are comfortable and involved. Use their sociability to nurture established institutions. Warm, considerate, thoughtful, friendly. Want to please and maintain harmonious relationships. Thrive on helping others and bringing people together.

PORTRAIT

Themes

For Facilitator Caretakers, life is a process of accepting and helping others. They enjoy friendly conversations where information—personal and professional—is exchanged to get to know people better. Managing people, at work or at home, is rewarding, even when difficult. They spend a lot of time hearing people out, voicing concerns, and accommodating needs. They genuinely admire the success of everyone and take great pride in the successes of their friends, family, and others in their circle. If they can help them along the way, giving them support and making things easier, they are truly satisfied. To not have contact with people and a sense of belonging is to be cut off from that which truly energizes them.

Their thought processes tend to be relational and sequential. They remember what's important for the family, the work group, and the community. It is as if they have a filing cabinet of all the specific details they've ever learned about the people they know so they can find that information easily to help others, to connect others, and to make them comfortable. The stories they tell about the people they know keep everybody in touch. This talent makes them the quintessential hosts.

In the interpersonal realm, they strive to keep life pleasant, often setting aside their own needs to provide for others and avoid conflict. This can become a problem when others don't give back some of the care and consideration given. Above all they want to maintain a sense of continuity in their relationships, their family, their business, or the community. Often that continuity is maintained by accounting for costs and protecting resources. Organizing, preparing, and remembering important events show they care just as much as the thoughtful acts they do. These also provide a sense of security and independence.

They are often disappointed by entrepreneurial projects. Sometimes in their desire to help others and be creative, they find themselves stuck doing a lot of hard work with not enough coming back to them.

Relationships

For Facilitator Caretakers, relationships are about doing things for each other—sharing a life and caring. Even business relationships are about sharing the life of a business, being a part of something, and creating a feeling of family. They like helping people build something in their lives, whether as friend, parent, or helpmate. Going the extra mile, sacrificing for what will benefit others, and understanding the other person are very important. Often they put the needs of the other person ahead of their own needs, and they can lose themselves to the relationship, often feeling somewhat used. They are very aware of hurting people's feelings and so may skirt heavy issues. They like listening and helping people with their problems and being very involved. If they have too many loyalties, they may give too much of themselves and stretch themselves too thin. They usually have lots of personal relationships and friends, enjoying lots of interaction.

In their close relationships, they tend toward the traditionally romantic yet spontaneous. Thoughtful gestures, time together, and mutual support are all important. They will have expectations about building something together, working toward a comfortable life, raising a family, or retirement. Sometimes it can be very difficult to get them to confront and move beyond bad relationships because they are so good at smoothing over conflict. They like a gregarious lifestyle and can be very supportive in extending hospitality and bringing people together.

Protector Supporter

TEMPERAMENT: GUARDIAN
 INTERACTION STYLE: BEHIND THE SCENES
 MBTI® TYPE CODE: ISFJ

SNAPSHOT

Theme is protecting and caretaking, making sure their charges are safe from harm. Talents lie in making sure everything is taken care of so others can succeed and accomplish their goals. Desiring to serve individual needs, often work long hours. Quietly friendly, respectful, unassuming. Thrive on serving quietly without fanfare. Devoted to doing whatever is necessary to ensure shelter and safety, warning about pitfalls and dangers and supporting along the way.

PORTRAIT

Themes

For Protector Supporters, life is a process of noticing what's needed and what's valuable. They pay attention to what is important to each person and then put it all together to satisfy everyone. They know the ins and outs, what's customary and what's expected. Their familiarity with the way systems work makes providing order and structure natural for them to do. In this way, they provide support and help people. They give a tremendous amount of attention to detail and do a lot of preparing, organizing, and scheduling.

They like to feel a sense of accomplishment and that they've done a good job. They feel an obligation to get the work done. Their talent for careful and supportive organization is often taken for granted because it makes things run so smoothly that it is noticed only when it's not there. They often don't get the quiet recognition they need, but they continue to do the work anyway.

They enjoy traditions and the sense of belonging and security traditions provide. They like the comfort and predictability of knowing they can count on certain events or get-togethers. Without that sense of belonging

and security, they become quite anxious and worried. They also like to set things up ahead of time, to prepare and not rush into situations. That way they can work to protect the future.

Their thought processes tend to be sequential and relational. They have a keen sense of order and sequence. They have a way of listening and remembering all the little details and impressions about people. Then they compare new information to all of the memories they've stored away and relate it to the people they know and what they need.

People see them as being nice and agreeable. It is easy for them to be taken advantage of since they have such an unselfish willingness to volunteer, to help out in any way they can. They really care about the people in their lives and they like to be needed.

They are very respectful and dislike conflict. Sometimes they try to use the rules and organizational structure to get people to live together nicely and get along, and that can generate conflict.

Relationships

For Protector Supporters, relationships are about being supportive and caring. Conscientious, committed, and dedicated, they seem to be always willing to help. Warmhearted and sympathetic, they are always there and willing to help, to give people slack and time to figure things out. Being liked is important, and while they want to know what to do to improve, taking criticism is hard because they feel they've let the person down. They need acknowledgment from people they care about. They may have a hard time sticking up for themselves and need to learn to be assertive. They want to know what their role is. You can count on them when you need them. They establish a very personal connection and like to get to know people well. They are not usually open and talkative until they get to know someone.

In their close relationships, they are helpmates. Frequently taking the supporting role, they can become dependent and deferential. They like relationships set and secure, taking the time to get to know a lot about the other person. Gestures of kindness and thoughtfulness are important to them. As involved as they like to be, they need alone time, especially at the end of the day to review what has happened.

Strategist Mobilizer

TEMPERAMENT: RATIONAL
 INTERACTION STYLE: IN CHARGE
 MBTI® TYPE CODE: ENTJ

SNAPSHOT

Theme is directing and mobilizing. Talents lie in developing policy, establishing plans, coordinating and sequencing events, and implementing strategy. Excel at directing others in reaching the goals dictated by their strong vision of the organization. Thrive on marshaling forces to get plans into action. Natural organization builders and almost always find themselves taking charge in ineffective situations. They enjoy creating efficiently structured systems and setting priorities to achieve goals.

PORTRAIT

Themes

For Strategist Mobilizers, life is a process of leading—being the kind of leaders who maximize results by utilizing and developing the talents of those they lead. They enjoy forging partnerships to accomplish complex projects and strategically coordinate it all. They mobilize all the resources—people as well as financial and institutional—to achieve what they envision. To not have an opportunity to marshal these resources toward progress is to be cut off from what is truly energizing. Mentoring and empowering are more important than merely directing the actions of others for they are focused on the long term and don't want to have to direct everything all the time.

Their thought processes tend to be integrative and analytical. They easily integrate the insights they have from their intuitive explorations into a coordinated plan that sequences events in the most effective way. They tend to take their predictive creativity for granted as they effortlessly lay out a plan. What people notice most is how quickly they analyze and prioritize.

In the interpersonal arena, they balance peace and conflict—confronting important issues as they arise yet not letting unimportant ones disrupt the progress toward the goal. Others sometimes see them as brusque and critical and can miss the ways they show how much they care. Caring is shown less through gestures of kindness and affection than through personal action—doing things for people they care about and persistently pursuing goals and advice based on strategic thinking.

It sometimes seems to them they'll never get total control of managing all the details of time and resources. This feeling of inadequacy is one of the few things that can overwhelm them, even though they have a talent for coordinating multiple projects and completing tasks by their deadlines.

Relationships

For Strategist Mobilizers, relationships are about mutual problem solving and usually have a purpose—family, social, professional, or even mentoring. They have a tremendous desire for relationships to be positive and productive, often viewing them as yet another project to be coordinated. Competition geared toward mastery often becomes a part of their relationships, especially professional ones. They want to learn what the other person knows. They tend to be very honest in relationships—refreshingly honest for many people, harshly honest for others. And their honest opinions are often quite accurate! They like people who are going to make them smarter, who will make them push themselves more or learn more, and seek close association with people if that value is there. Usually not very self-disclosing, they will open up quickly and matter of factly with people they like and judge as friendly. Even then, they tend to keep their distance and may be hard to get to know on a personal level. They are often quick to judge when others seem stupid or do not take responsibility for their own actions.

In their close relationships, they prefer mutually autonomous relationships and may just go along with common social roles much of the time. They have a tendency to focus on their careers for that is where they get to exercise their talents the most and get the most gratification. The downside is that personal relationships often can be “put on the back burner” or a partner seen as an adjunct to their careers. When they realize the importance of the relationship, however, they put a lot of effort into staying connected, and they can be quite sentimental at times. Sharing activities, coaching, and mentoring are often an important part of the relationship.

Conceptualizer Director

TEMPERAMENT: RATIONAL
 INTERACTION STYLE: CHART THE COURSE
 MBTI® TYPE CODE: INTJ

SNAPSHOT

Theme is strategizing, envisioning, and masterminding. Talents lie in defining goals, creating detailed plans, and outlining contingencies. Devise strategy, give structure, establish complex plans to reach distant goals dictated by a strong vision of what is needed in the long run. Thrive on putting theories to work and are open to any and all ideas that can be integrated into the complex systems they seek to understand. Drive themselves hard to master what is needed to make progress toward goals.

PORTRAIT

Themes

For Conceptualizer Directors, life is a process of maximizing achievement—not just accomplishments—but achievements that reflect penetrating thought and insightful integration of all they've learned. And they can never learn enough. A constant drive for self-mastery is what keeps them focused on achievement, whether masterminding a project or venture or developing their social or physical skills. They enjoy mastering anything that attracts—the more challenging, the better.

Their thought processes tend to be integrative, analytical, and often complex. It is as if they see a map of a domain by analyzing what is really there and then build a vision of where to go that no one has ever thought of yet. Then the long-range strategizing just happens. This internal map keeps the vision in focus, and they just know the action steps that need to be planned for and taken. Sometimes they dress the plan up with logic because all others see is the plan, not the underlying concepts behind it.

Systems thinking comes naturally to them as they quickly grasp the interrelatedness of everything in their universe. They have a talent for seeing the reasons

behind things. People often don't appreciate the complexity of thought behind what is a deceptively simple strategy that keeps them and their endeavors on the leading edge.

It is important for them to maintain independence, to be an independent thinker. In the interpersonal realm, this can become a problem as people misread the independence and masterminding for arrogance rather than an inner desire to find useful solutions that will help people in the long run. They know how important it is to get to where they (we) are going and must hold fast to the vision even if others don't see it. Realizing progress toward goals is necessary for their survival. When progress is not being made, life is dull and draining. Yet progress often feels illusive, since it may be outside their control. In response, they develop strategies like recruiting others who share their vision.

Interacting with others is perhaps their biggest challenge as they apply their strategic thinking to the social arena. Finding ways to be spontaneously genuine requires them to set aside strategy and independence, which is sometimes more difficult than mastering social skills.

Relationships

For Conceptualizer Directors, relationships are about progress and should serve a positive purpose. Even occasional growth will be enough to continue a relationship, but if there is no improvement they will give up because there is apparently no point. They will want to learn from the experience and then go on. They enjoy collegial relationships with others who stimulate their thinking. They can be either stubborn about their own point of view or in a state of complete doubt about what's going on. They are often oblivious to the effect of their responses on others and can be defensive if feeling questioned. They tend to be absorbed in work yet enjoy time with people, but they tend to see purely social time as wasteful. They can instantly latch onto someone they have a strong intuition about and will feel very loyal to that person, staying for the long haul. Staying means the relationship is not a waste of time; it fits in the larger scheme of life.

In their close relationships, they want an ultimate connective experience. They are very private, showing affection only to those close to them. They don't like the feeling of being indecisive and kept up in the air emotionally. Because communicating emotions feels embarrassing, they want some structured way to interact and communicate, to leave no room for uncertainty. This can make them look more traditional than they really are.

Explorer Inventor

TEMPERAMENT: RATIONAL
 INTERACTION STYLE: GET THINGS GOING
 MBTI® TYPE CODE: ENTP

SNAPSHOT

Theme is inventing, finding ingenious solutions to people and technical problems. Talents lie in developing ideas into functional and innovative applications that are the first of their kind. Thrive on finding new ways to use theories to make systems more efficient and people better off. Hunger for new projects. Have faith in their ability to instantly come up with new approaches that will work. Engineers of human relationships and systems as well as in the more scientific and technological domains.

PORTRAIT

Themes

For Explorer Inventors, life is a process of being inventive, finding new ways to conceptualize problems. They want to find ingenious solutions that really resolve problems, not just fix them. They see the world through many lenses, from multiple perspectives using multiple models. They enjoy the creative process. New ideas and really creative, unusual, and efficient solutions often flood their awareness. Many of these ideas are way ahead of the times, and Explorer Inventors trust their instincts to strategically formulate success to get there. They are talented at building prototypes and launching projects. To not be able to share their insights about life's possibilities is a real energy drain. It is even worse to not have the ability to achieve success with those ideas.

In the interpersonal realm they have a way of trying to be diplomatic, of understanding where people are coming from. They like to be original in a way that everybody can use or benefit from. Ever the inviting host, they bring people together, wanting them to be at ease and to stimulate interesting conversations. They love the drama of the give and take, the lively debate, the vicissitudes of life.

Their thought processes tend to be abstractly random, often with very little concrete data seeking. They quickly conceptualize and hypothesize potentialities that are seemingly unrelated to the facts at hand yet turn out to be extremely relevant. They seek to understand the principles that underlie a process, seeing patterns and connections to the principles so quickly that others might think they've "made up" the answer, yet more often than not, that answer is right. The drive for understanding leads to a pattern of lifelong learning, both formally and informally.

They readily apply their talent for using a meta-strategy (strategy about strategy) to solve problems and to reach goals in their relationships—personal and professional. They are often surprised when strategizing relationships becomes problematic. Others haven't agreed to the problem-solving role and are just seeking to relate and often don't recognize and appreciate the good intentions of the Explorer Inventor.

Relationships

For Explorer Inventors, relationships are about generating and sharing ideas, interest, and activities. There is usually an easy first connection, and many love to travel all over, meeting new people and new cultures. They need to know the history and turning points of a person's life to really get to know someone. Stories and memories of past experiences make them feel connected. Since their relationships often revolve around a sharing of ideas, at some point they may wind up feeling inadequate or even stupid. If they are not feeling confident at that time, they may jump to critiquing the relationship. Sometimes mutual sharing can become competitive and not as fun for the other person. On the plus side, they are good at connecting with people and aligning with them, getting to know them and being a catalyst, seeing a lot of potentials in other people's activities, often more than those people can see.

In their close relationships, they often do a lot of problem solving, centering around creativity and imagination. They are very entrepreneurial, even in relationships, and may feel underappreciated for their brilliance. They judge the relationship by the way they experience the other person. They may have intense feelings inside but have a hard time expressing their emotions. They often think they've conveyed their emotions, but in reality, the partner remains in the dark about how they really feel. They tend to be very partner oriented, helpful, and supportive.

Designer Theorizer

TEMPERAMENT: RATIONAL
 INTERACTION STYLE: BEHIND THE SCENES
 MBTI® TYPE CODE: INTP

SNAPSHOT

Theme is designing and configuring. Talents lie in grasping the underlying principles of something and defining its essential qualities. Seek to define precisely and bring coherence to systems based on the pattern of organization that is naturally there. Easily notice inconsistencies. Enjoy elegant theories and models for their own sake and for use in solving technical and human problems. Interested in theorizing, analyzing, and learning. Thrive on exploring, understanding, and explaining how the world works.

PORTRAIT

Themes

For Designer Theorizers, life is a process of becoming an expert. And they almost never feel quite expert enough. They enjoy reflecting on how things work, why they work that way, and what makes them not work and then really solving a problem, not just fixing it for now. They also enjoy generating ideas and seeing new patterns and elegant connections. These new connections activate their talent for design and continual redesign. The clarity they bring to defining problems as well as words helps them go straight to the essence of a problem, a situation, or a concept.

Their thought processes seem random, yet they are logically coherent. It is as if they hold a matrix in their minds with multiple connections, and their conceptualization and design work often involves crossing the arbitrary boundaries of thought and disciplines to activate the imagination and picture the patterns. Making discoveries is a better form of nourishment than food, for without these, their intellect would starve. These are the people who reflect on the process of thinking itself and seek to produce an elegant design to solve social as well as technical problems. Flashes of insight truly energize them.

In the interpersonal realm, they also engineer connections—connecting people with new ideas and information and sometimes with others. For being such basically solitary people, they have a surprising ability to network people with people, usually around expertise. They know who knows what and how well.

Their most satisfying relationships often come from sharing knowledge. Even then, they frequently detach to analyze a situation or problem before re-engaging. Others often misread this detachment as not caring, when often the analysis and problem solving are done on behalf of the other person.

They often say they struggle with attending to the physical world—like filing papers, dealing with repairs, deciding what to wear, or maintaining their own bodies. Even more, finding the right words to use to convey their clarity of thought often eludes them.

Relationships

For Designer Theorizers, relationships are a lot about expertise. They enjoy having a joint area of interest and expertise to share. They often seek out relationships to have different thoughts and experiences. Disruption that comes with conflict and strong emotion keeps them from thinking clearly, so they avoid confrontation unless it is necessary. Frequently they may find themselves lacking the interpersonal skills they need, and relationships can become competitive. Their penchant for precisely defining words, clarifying ideas, and pointing out inconsistencies can be wearing at times even if it is in the best interest of the other person, the group, or the project. A calm, conflict-free environment is preferred, and consultative relationships are preferred over hierarchical ones.

In their close relationships, they need autonomy, with the perspective that nobody has the right to “let” them do or not do anything. The notion that there is a role they are supposed to serve can be a surprise and a shock, and a relationship can feel like bondage if too many traditional roles are imposed. Traditional roles can interfere with their intellectual needs. The challenge for them in a relationship is to not be robotic and preoccupied with constant analysis and work or hobby interests. They may self-sacrifice for the relationship, sticking with one person in spite of difficulties. They can be very supportive about giving each other independence and going the extra mile to support that independence.

Envisioner Mentor

TEMPERAMENT: IDEALIST
 INTERACTION STYLE: IN CHARGE
 MBTI® TYPE CODE: ENFJ

SNAPSHOT

Theme is mentoring, leading people to achieve their potential and become more of who they are. Talents lie in empathizing with profound interpersonal insight and in influencing others to learn, grow, and develop. Lead using their exceptional communication skills, enthusiasm, and warmth to gain cooperation toward meeting the ideals they hold for the individual or the organization. Catalysts who draw out the best in others. Thrive on empathic connections. Frequently called on to help others with personal problems.

PORTRAIT

Themes

For Envisioner Mentors, life is a process of succeeding at relationships. There can never be enough truly empathic relationships to foster mutual growth. They enjoy the creative process in many forms and often bring a fresh view to projects they enthusiastically work on. Realizing dreams—their own and others'—is what life is all about. To not have dreams to manifest and a chance to communicate and share values is to live a life with no meaning and no purpose, a fate worse than death.

For them, all of life is about the interpersonal, and they constantly seek opportunities to grow together through relationships. There are times when they value logical explanations. Having realizations that foster development and help them understand why the world is the way it is helps them lead a purposeful life. Learning from relationships is important and occasionally painful.

Their thought processes tend to be integrative and global as they seek to find ways to help others know themselves and their life's mission. Heeding the call to a life work or mission is tremendously important to them, and they are readily available to others to help

reveal to them their unique purpose. Sometimes they find themselves knowing what they do not want to know, yet to shut off their empathic knowing is to shut off a vital life force.

In the interpersonal realm, they often find that their ease in connecting with others becomes a hindrance to their own well-being as they get lost in the relationship and lose sight of their own identity until they learn to set boundaries. They often use their intuitive intellect to reconcile the past and the future as they seek to understand the meaning and significance of life events.

With such a talent for seeing potential in others and a focus on realizing that potential, they often find living in the present difficult. By the time an event happens, they have already lived it.

Relationships

For Envisioner Mentors, relationships are about connecting. Life is all about relating empathically, and people need lots of attention and commitment. Nurturing relationships is what they live for. There must be a sense of connection, to feel known, understood, needed, reassured, and praised. They often find themselves acting informally as counselors, even if that is not their profession. And that fulfills their daily dose of connection. The downside is they can become overburdened with others' problems. They invest a lot in all their relationships, work or personal, creating a standard others may not be able to return. If forgiveness, honesty, and consideration are not present, they work to bring them in. Without them, a relationship is not worthwhile. For anything to work with a person, the relationship has to work. When there is conflict, problems will have to be talked about and healed before going on. They tend to be open and sharing, and they expect others to self-disclose, especially in the interest of resolving issues. They have a way of getting others to feel at ease and open up.

In their close relationships, they put a lot of energy into nurturing the relationship. There is a constant search for the ideal relationship where there is both friendship and romance with someone they can share everything with, especially meaning and purpose. Sometimes they have a hard time separating from their ideal and objectivity eludes them. The more abrupt style of others often leads to hurt feelings, which they nurse internally. Their style is to easily communicate affection and appreciation with just the right message. Too much time alone leaves them needy, yet they need time to reflect on their own meaning and purpose too.

Foreseer Developer

TEMPERAMENT: IDEALIST
 INTERACTION STYLE: CHART THE COURSE
 MBTI® TYPE CODE: INFJ

SNAPSHOT

Theme is foresight. Use their insights to deal with complexity in issues and people, often with a strong sense of “knowing” before others know themselves. Talents lie in developing and guiding people. Trust their inspirations and visions, using them to help others. Thrive on helping others resolve deep personal and ethical dilemmas. Private and complex, they bring a quiet enthusiasm and industry to projects that are part of their vision.

PORTRAIT

Themes

For Foreseer Developers, life is a process of never-ending personal growth, their own and others'. If something does not produce personal growth, then it is not truly worthwhile. If it does, then it is indeed worth all the effort it takes to make that growth happen. They enjoy problem solving in ways that sustain the vision they have of what can be and who we can become. They devote their lives to honoring the gifts of others, helping them to see what those gifts are and to find a way to develop those gifts.

Taking a meaningful and creative approach to all aspects of life is essential to their well-being. This gives them the inner strength to allow others the space to be themselves and make the choices they make. It is then that their talent for foreseeing becomes painful. The hard part is that sometimes people don't want to hear all the insights they have to offer.

Interpersonally, exploring issues is important and navigating through all the emotions that make up relationships is essential.

Their thought processes tend to be highly integrative as they frequently become aware of the profound significance and interrelatedness of the many ideas, relationships, and events around them. When they allow themselves the space away from the hustle and bustle of day-to-day life, they often are conduits for profound symbols that speak to many. Symbols and metaphors come to them easily as ways to bridge differences and connect people with their potential. Yet they often find themselves engaging in quite practical problem solving, which doesn't begin to reveal the rich foresight behind the suggestions they offer and the agendas they set.

They live life with such a sense of purpose that they often present a very task-oriented side to the world that belies their more visionary, idealistic side. Such a life often presents them with a great deal of stress, which can cause them to withdraw from others to seek some sort of relief and recharge.

Relationships

For Foreseer Developers, relationships are about developing potential, their own and others'. They seem to tune in to the essence of the other person and take great pleasure in developing what they see there, usually by focusing on the positive aspects. They have a way of communicating that results in improvement and growth and often are disturbed when the negative is emphasized. They know what impact their words will have and don't want to say what they can't take back—always aware of the implications of the communications. They are usually able to manage their own emotions so well, others may perceive them as distant. While they don't like conflict, they won't avoid it if it can improve a relationship or lead to growth. Relationships are often forged around suggesting solutions to problems, and they feel validated when the other person finds them catalytic and helpful. They will work hard to avoid conflicts of interest; they must be ethical. It is difficult for them to be in relationships where they can't be who they truly are. While they may come into a relationship with expectations, they are often willing to change to meet new expectations.

Their close relationships are built on a strong vision of what a relationship will become, emotional intimacy, and shared values. They can be very intense, and their partner may not share their intensity. They can be playful but cautious. Their relationships are generally long and enduring. When the relationship is right, the commitment fulfills their highest purpose and they give it their all. Even though there is a strong empathic connection, there may still be a reserve and there always remains a piece that is private. Paradoxically, they need both solitude and connectedness.

Discoverer Advocate

TEMPERAMENT: IDEALIST
 INTERACTION STYLE: GET THINGS GOING
 MBTI® TYPE CODE: ENFP

SNAPSHOT

Theme is inspiration, both of themselves and others. Talents lie in grasping profound significance, revealing truths, and motivating others. Very perceptive of others' hidden motives and purposes. Interested in everything about individuals and their stories as long as they are genuine. Contagious enthusiasm for "causes" that further good and develop latent potential and the same zeal for disclosing dishonesty and inauthenticity. Frequently moved to enthusiastically communicate their "message."

PORTRAIT

Themes

For Discoverer Advocates, life is a process of inspiring and facilitating others to find and reach their full potential. They have a talent for seeing the core of someone, the unspoken essential goodness. They become the spokesperson for others, for what is needed most and for their higher purpose. They enjoy exploring perceptions and sharing deep emotional content, the "real stuff." This sharing is a magic moment when they truly connect. They constantly seek to have ideal relationships where they can have many ideal moments. To not have these empathic moments is like being cut off from themselves.

Life is like a story. Stories provide ways to find meaning and to make a difference and provide the connecting thread that helps them know and understand others and work through situations.

Their thought processes seem random; however, they are connective and relational. They are able to mediate differences and conflict by seeing the ways the differences connect. They often become the "voice" for the unspoken meanings they so easily pick up. They

strive to keep communication channels open to make the best of a situation. They have a way of making things work without knowing why, which gives them the air of being magical as they respond courageously to their insights. The creative process is an important part of their lives.

In the interpersonal arena, they often instantly like people or not. Liking the people they are with is important. With their talent for seeing what's not being said, they often respond to others' needs while putting their own needs and wants on hold. They like to spark something in others that others don't see in themselves. They must be able to authentically live with themselves and seek to recognize happiness wherever it is.

They often feel a strong need to discover a definitive direction for themselves. They want the magical situation to be permanent so are paradoxically on a continual quest for direction, resulting in a feeling of unrest.

Relationships

For Discoverer Advocates, relationships are about being on the same wavelength. People often get the sense they are understood perfectly by them. They are so perceptive in the moment that they read and mirror the other person's mood, the meanings of the other person's behavior, and when they're on, they're really right and everything feels in sync. The downside is they can make a lot of assumptions and projections that are sometimes really wrong. They can establish rapport instantly, can be charming and flirtatious in a way that uniquely connects with the other person. They frequently do whatever it takes to understand the deep meaning in what others do. Others may feel strangely connected with them, as if they have known them forever, and yet know nothing about them. They are uncanny at being the center of attention without being the topic of conversation. Getting at deep issues is important to them, and in the process, they are often catalysts for change. They want everyone to engage.

In their close relationships, they are romanticizing and idealistic. They want to share interests, ideas, and activities. Their ideal is a twin-like relationship, participating with each other, sharing the experience of it, where the relationship is real-time, live and in-person, with each other's beliefs the same. When that ideal connection is not there, they can become disillusioned and disappointed. They are often supportive of their partner's efforts to develop his or her potential and want to be supported and nurtured in return.

Harmonizer Clarifier

TEMPERAMENT: IDEALIST
INTERACTION STYLE: BEHIND THE SCENES
MBTI® TYPE CODE: INFP

SNAPSHOT

Theme is advocacy and integrity. Talents lie in helping people clarify issues, values, and identity. Support anything that allows the unfolding of the person. Encourage growth and development with quiet enthusiasm. Loyal advocates and champions, caring deeply about their causes and a few special people. Interested in contemplating life's mysteries, virtues, and vices in their search for wholeness. Thrive on healing conflicts, within and between, and taking people to the center of themselves.

PORTRAIT

Themes

For Harmonizer Clarifiers, life is a process of uncovering mysteries, the mysteries of life—personal values and meanings and the meaning of life in general. They like learning about people, why they do what they do and who they are. They want to relate on a deep level, to be touched deeply and to resolve issues. Exploring moral questions like what is right and wrong and the battle between good and evil fascinates them. Knowing people's intentions helps them feel comfortable with their relationships.

They enjoy getting reacquainted with themselves. To not have a sense of congruence with their values and unity with oneself is worse than death. They must have a sense of integrity and wholeness.

They have a talent for facilitative listening and knowing what is behind what is said. When they listen deeply to another person, they help that person clarify their identity, their wants, and their needs. They want to help others enjoy who they are, accept themselves, and believe in themselves. Sometimes it is hard to turn off the deep listening, and they pay a price for presenting a more acceptable, conventional persona to the world.

Life is full of paradoxes and they are constantly balancing opposites. They can be fun and playful yet serious and intense. Others rarely glimpse the whole, rich tapestry of their lives. They often relate to others through stories and metaphors to connect differences and to provide gentle encouragement. Stories tap into that wordless internal world that is the source of knowing what is right and important.

Their thought processes tend to be relational and integrative. "Going with the flow" helps them connect the seemingly unconnectable, life's many opposites. They often start in the middle of an idea, grasping its importance, and love to have the freedom to flow from one thought to the next. They have a way of knowing what is believable.

Their incredible ability to be present with another on a deep level requires a different sense of time than structured time. They often speak of struggling with structure, forever trying to get their lives in order.

Relationships

For Harmonizer Clarifiers, relationships are about self-discovery—each person learning more about who he or she really is. There is an idealism in the process of relating, and everything has a symbolic significance. They want the other person, the group members, or the community to have a sense of purpose and ethics. They will just know when they are getting the "real" person in the relationship. Integrity, validation, and affirmation are very important. They can be an enigma, with many aspects of themselves for different relationships. Sharing beliefs is important. They are often disappointed if the other person or the group doesn't share their beliefs and will then tend to withdraw and be silent. There is a lot of self-reflectiveness about how to "be" in a relationship, and they may miss the moment for connecting; so much is internal, but they want so much to connect they may do it indirectly.

In their close relationships, they can be very subtle and are often the most romantic. Others may miss the significance of their symbolic gestures. When the other person is right with them, the person is totally right, and when the other person is not, then that person is totally wrong. They expect the relationship to be deep and meaningful. When it is, they are willing to commit.

Relating to Others

Write down the names of the people in your life in the box that you think most represents their personality type pattern.



INFJ Foreseer Developer	INFP Harmonizer Clarifier	ISTJ Planner Inspector	ISFJ Protector Supporter
ENFJ Envisioner Mentor	IDEALIST DIPLOMACY ENFP Discoverer Advocate	ESTJ Implementor Supervisor	GUARDIAN LOGISTICS ESFJ Facilitator Caretaker
INTJ Conceptualizer Director	INTP Designer Theorizer	ISTP Analyzer Operator	ISFP Composer Producer
ENTJ Strategist Mobilizer	RATIONAL STRATEGY ENTP Explorer Inventor	ESTP Promoter Executor	ARTISAN TACTICS ESFP Motivator Presenter

A WORD ABOUT THE TEMPERAMENT MATRIX™

The organizing principle of the matrix maintains four broader central temperament distinctions. The four temperament patterns and their subcategories are displayed in a matrix that is designed to make it is easy to see the interactional dynamics between people of different temperaments and types. See Appendix A for an explanation.

Essential Qualities of the Patterns

Temperament

Four Patterns

Each of the sixteen type patterns can be understood in several important ways.

Notice how the types are clustered into four groups. These are broad themes, called temperament. Temperament speaks to a pattern of core psychological needs, core values, talents, and behaviors—all of which are interrelated. The four temperaments also have factors in common with each other and can be described in those terms as well.

	ABSTRACT	CONCRETE
AFFILIATIVE	Meaning and Significance Unique Identity DIPLOMATIC—clarifying, unifying, individualizing, and inspiring	Membership or Belonging Responsibility or Duty LOGISTICAL—organizing, facilitating, checking and supporting
PRAGMATIC	Mastery and Self-Control Knowledge and Competence STRATEGIC—engineering, conceptualizing, theorizing, and coordinating	Freedom to Act Ability to Make an Impact TACTICAL—actions, composing, producing, and motivating

Interaction Styles

Four Patterns to Eight

Each of the four temperament patterns is expressed in either a *Directing* style or an *Informing* style.

The *Directing* interaction style has a time and task focus with a tendency to direct the actions of others in order to accomplish the task in accordance with deadlines, often by either “telling” or “asking.” Regarding motivations and process, the *Directing* style is explicit.

The opposite style is *Informing*, with a motivation and process focus. Using this style, people tend to give information in order to enroll others into the process. When a task needs to be accomplished, the informing style engages others, describing outcomes and processes that can be used to complete the task.

Each style has its own best and appropriate use, and most people use both at different times but have more comfort with one. Each temperament pattern is differentiated by a preference for using one of these styles, giving us the eight patterns suggested by the matrix below.

	ABSTRACT		CONCRETE	
	Directing	Informing	Directing	Informing
AFFILIATIVE	IDEALIST ABSTRACT/AFFILIATIVE Guides Mediators		GUARDIAN CONCRETE/AFFILIATIVE Monitors Conservators	
PRAGMATIC	RATIONAL ABSTRACT/PRAGMATIC Coordinators Engineers		ARTISAN CONCRETE/PRAGMATIC Expeditors Improvisors	

Eight Patterns to Sixteen

Each of these patterns can also be further differentiated by another dimension—a preference for either *Initiating* interactions and a faster pace or for *Responding* to interactions and a slower pace. Now we have sixteen patterns, each with a “theme” as in the matrix below.

Overall, the interaction styles refer to how we typically interact with others. Interaction styles have been described by many in the field of personality and are also frequently described as social styles. The behaviors can be highly situational, but the styles are also inborn patterns that are revealed in the sixteen type patterns.

	ABSTRACT		CONCRETE	
	Directing	Informing	Directing	Informing
AFFILIATIVE	Chart the Course	Behind the Scenes	Chart the Course	Behind the Scenes
	IDEALIST ABSTRACT/AFFILIATIVE In Charge Get Things Going		GUARDIAN CONCRETE/AFFILIATIVE In Charge Get Things Going	
PRAGMATIC	Chart the Course	Behind the Scenes	Chart the Course	Behind the Scenes
	RATIONAL ABSTRACT/PRAGMATIC In Charge Get Things Going		ARTISAN CONCRETE/PRAGMATIC In Charge Get Things Going	

Carl Jung's Theory of Psychological Type

In examining individual differences, Swiss psychiatrist Carl Jung differentiated two fundamentally different orientations. He noticed some people seem primarily oriented to the world outside themselves. He called these people *extraverted*. He saw other people as primarily oriented to the world inside themselves. He called these people *introverted*. This extraverted-introverted difference is related to where you focus and recharge your energy. Then Jung noticed that people could be further distinguished by their preferred mental processes. Jung saw two kinds of mental processes used in everyday life—the process of *perception* (becoming aware of) and the process of *judgment* (organizing or deciding).

He then further differentiated two kinds of perception—*Sensation* and *Intuition*. *Sensing* is a process of becoming aware of sensory information. *Intuiting** is a process of becoming aware of abstract pattern information and meanings. Both kinds of information are available to us, but we pay attention to only one kind at a time. Both are necessary and valuable in everyday life.

Likewise, he noted two kinds of judgment—*Thinking* and *Feeling*. *Thinking* judgments are based on objective criteria and are detached from the personal. *Feeling* judgments are based on subjective considerations and are attached to personal and universal values. Even the smallest act involves either thinking or feeling judgments, and both kinds of decisions are needed and valuable.

Each of these four mental processes can be used in either the external world of *extraversion* or the internal world of *introversion*, producing eight mental processes. Then Jung outlined eight psychological types, each characterized by the predominance of one of these eight mental processes (extraverted Sensing, introverted Sensing, extraverted iNtuiting, introverted iNtuiting, extraverted Thinking, introverted Thinking, extraverted Feeling, and introverted Feeling). In his writings he suggested that each of these eight dominant mental processes was supported by one of two opposing processes and that each of these eight types might vary according to which opposite mental process was used in support of the dominant. For example, the extraverted Sensing Type with Thinking would be somewhat different than the extraverted Sensing Type with Feeling. Thus, his notions imply sixteen type patterns, each characterized by preferences for the use of two of the eight mental processes.

* We use *Sensing* and *Intuiting* to refer to mental processes rather than *Sensation* and *Intuition* which refer to names of something. Our focus is on the activity, not the "type".

The Four Sensing Types

extraverted Sensing	with	introverted Thinking	(ESTP)
extraverted Sensing	with	introverted Feeling	(ESFP)
introverted Sensing	with	extraverted Thinking	(ISTJ)
introverted Sensing	with	extraverted Feeling	(ISFJ)

The Four iNtuiting Types

extraverted iNtuiting	with	introverted Thinking	(ENTP)
extraverted iNtuiting	with	introverted Feeling	(ENFP)
introverted iNtuiting	with	extraverted Thinking	(INTJ)
introverted iNtuiting	with	extraverted Feeling	(INFJ)

The Four Thinking Types

introverted Thinking	with	extraverted Sensing	(ISTP)
introverted Thinking	with	extraverted iNtuiting	(INTP)
extraverted Thinking	with	introverted Sensing	(ESTJ)
extraverted Thinking	with	introverted iNtuiting	(ENTJ)

The Four Feeling Types

introverted Feeling	with	extraverted Sensing	(ISFP)
introverted Feeling	with	extraverted iNtuiting	(INFP)
extraverted Feeling	with	introverted Sensing	(ESFJ)
extraverted Feeling	with	introverted iNtuiting	(ENFJ)

Enter Measurement and the Four Letter Code

When Isabel Myers began developing the Myers-Briggs Type Indicator® (MBTI®), she faced several challenges. One challenge was the beginning of the self-report movement. Prior to that time, psychologists doubted that a self-report format would work. Also, it was a time of "measurement," and the scientific thinking of the time was to understand the world by dividing it into parts. Myers faced the challenge of keeping the holistic quality of Jung's types in the forefront, while meeting the demands of the tests and measurement world. She chose to focus on the opposites in Jung's theory. Jung said that the orientations of extraversion and introversion were dynamically opposite. You can't be in two places at one time! He also said the mental processes were dynamically opposite. Thus one would have a preference for either *Sensing* or *iNtuiting* and *Thinking* or *Feeling* in one's day-to-day interactions. The genius of Isabel Myers (and her mother Katharine Briggs) was to develop questions about everyday actions and choices that reflected these underlying opposing preferences.

When the preferences for each of these pairs of opposites were indicated, then the type pattern could be inferred. However, a difficulty remained in how to determine which mental process was dominant in the personality and which was auxiliary. Myers reasoned

that we can more readily observe what we do externally so she decided to add questions to try to find which preferred mental process individuals used in the external world. If they used their preferred judging process to *order* the external world, they would be likely to make lists and structure their time in advance. If they used their preferred perceiving process to *experience* the external world, they would avoid such planning and structuring and prefer to keep things open-ended. Thus, the *Judging-Perceiving* scale of the MBTI was born. The resultant four-letter code is used around the world to give people insights about themselves.

How Do They Relate?

David Keirsey's temperament patterns (extended out to the four variations of each) meet Jung's theory at the level of the sixteen type patterns. The four-letter code produced by the MBTI stands for one of sixteen type patterns. When it is accurate and verified for the individual, it matches one of Keirsey's sixteen type patterns. While at first glance the matching process looks illogical, it matches at a deep theoretical level when comparing the theoretical underpinnings of each—Jung for the MBTI and Ernst Kretschmer for Keirsey's temperaments. More importantly, it matches on a descriptive, behavioral level. Following is the temperament matrix with the four-letter MBTI codes.

		ABSTRACT		CONCRETE	
		Directing	Informing	Directing	Informing
AFFILIATIVE	Initiating	Foreseer Developer INFJ	Harmonizer Clarifier INFP	Planner Inspector ISTJ	Protector Supporter ISFJ
	Responding	IDEALIST ABSTRACT/AFFILIATIVE		GUARDIAN CONCRETE/AFFILIATIVE	
PRAGMATIC	Initiating	Envisioner Mentor ENFJ	Discoverer Advocate ENFP	Implementor Supervisor ESTJ	Facilitator Caretaker ESFJ
	Responding	RATIONAL ABSTRACT/PRAGMATIC		ARTISAN CONCRETE/PRAGMATIC	
		Strategist Mobilizer ENTJ	Explorer Inventor ENTP	Promoter Executor ESTP	Motivator Presenter ESFP

Type Dynamics

Type Dynamics is based on the theories of Carl Jung and refers to a hierarchy of preferred mental processes (Sensing, iNtuiting, Thinking, Feeling) and a preference for being either in the external world (Extraversion) or the internal world (Introversion). Type dynamics and

type development refer to the unfolding of the personality pattern as expressed through the development of the mental processes of perception and judgment. Since the personality is a living system, it is self-organizing—self-maintaining, self-transcending, and self-renewing. Growth and development follow principles of organic development, and there is an order to the evolution of the personality.

The first mental process to develop and become more refined is often called the *dominant*. It is the favorite. The second is often called the *auxiliary* because it “helps” the first one. It develops second (usually around ages twelve to twenty).

Development of the third function usually begins around age twenty and continues until age thirty-five or so. The fourth or least preferred function usually comes into play more between the ages of thirty-five to fifty. These developmental ages are general, not fixed. At these times, we find ourselves drawn to activities that engage and utilize the functions.

The following matrix shows the type dynamics patterns represented by the type code. The dominant is listed first, auxiliary second, tertiary third, and least preferred last.

		ABSTRACT		CONCRETE	
		Directing	Informing	Directing	Informing
AFFILIATIVE	Initiating	INFJ Ni, Fe, Ti, Se	INFP Fi, Ne, Si, Te	ISTJ Si, Te, Fi, Ne	ISFJ Si, Fe, Ti, Ne
	Responding	IDEALIST ABSTRACT/AFFILIATIVE		GUARDIAN CONCRETE/AFFILIATIVE	
PRAGMATIC	Initiating	ENFJ Fe, Ni, Se, Ti	ENFP Ne, Fi, Te, Si	ESTJ Te, Si, Ne, Fi	ESFJ Fe, Si, Ne, Ti
	Responding	RATIONAL ABSTRACT/PRAGMATIC		ARTISAN CONCRETE/PRAGMATIC	
		INTJ Ni, Te, Fi, Se	INTP Ti, Ne, Si, Fe	ISTP Ti, Se, Ni, Fe	ISFP Fi, Se, Ni, Te
		ENTJ Te, Ni, Se, Fi	ENTP Ne, Ti, Fe, Si	ESTP Se, Ti, Fe, Ni	ESFP Se, Fi, Te, Ni

Thus we can say that development is dynamic and growing. Development in this sense is like readiness to learn to talk or to walk. We don't have to make children do these, we only need to provide models and opportunities and then stay out of the way. Development can be diverted due to environmental pressures and so is not always in this order as we develop some “skills” using these mental processes. Still, the innate preference pattern will remain the same.

The mental processes by themselves do not explain the whole pattern or theme of each type.