

# Diversity is Not Black and White



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Participant Guide

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# What Would You Do?

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1. During your staff meeting one of your colleagues tells a joke about you to the rest of the group. They all laugh, but you feel cut down and hurt. You should.....
  - a. Laugh and pretend it didn't hurt.
  - b. Tell a joke back to the person
  - c. Look directly at that person and say in a loud voice "Stop it".
  - d. Get them alone and ask if they really feel that way.
  - e. Other
  
2. You are in your office. In comes the departments "wet-blanket". They corner you and says "Things stink around here, morale is low, people are negative and everyone is always complaining". You should.....
  - a. Say: "It's not so bad, cheer up."
  - b. Say: "You might be right. Why don't you come up with a solution to help fix the problem?"
  - c. Say: "Well things may be bad, but I am going to have a great day."
  - d. Say: "I feel so bad for you, tell me more about your feelings and how I can help you."
  
3. You are presenting a new idea at one of your meetings. You feel really passionate about it. One of your team members turns to you and says, "How could you say something so stupid. You really are full of BEANS! You should....."
  - a. Say: "Congratulations! It takes most people months to reach that conclusion; you came to it in only 45 minutes."
  - b. Say: "I think it is inappropriate to be so critical of a team member."
  - c. Say: "You're full of Beans too."
  - d. Say: "Can you please rephrase your statement so I know what you are trying to say."
  
4. You are on in a meeting. One of your coworkers angrily explodes at you for no reason. You should.....
  - a. Explode back
  - b. Tell him that what he is saying is very important to you and that you would like to jot down his complaint.
  - c. Explain your side of the story
  - d. Cry and show him how much his anger hurts you.
  
5. You are at a fast food restaurant and you are in line getting ready to place your order. The "order taker" says "Yeah, what do you want", never taking his eyes off the register. You should.....
  - a. Ignore his behavior
  - b. Ask him why he is so rude
  - c. Tell him you think he is going to cause them to loose business
  - d. Smile, call him by name and ask him how his day is going.

# Do I Stereotype?

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What does stereotype mean to you? Have you ever been stereotyped (negative or positive).

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***Circle those characteristics that at one time in your life you held strong views.***

Skin color

Status

Education

Height or Weight

Title

Accent

Geographic origin

Talent

Personality

Age

Job function

Gender

Lifestyle

Sexual orientation

Religion

Political belief

How do your stereotypes tie into diversity?

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# Changeable VS Unchangeable

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Unchangeable - things we are born with

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Changeable – things we have control over

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Have you been on the outside before? What happened how did it affect you?

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What is one word to describe how it felt to be on the outside? \_\_\_\_\_

Who has been a dramatic impact on your life? What was the value, rule or belief they imparted on you? Was it favorable or unfavorable?

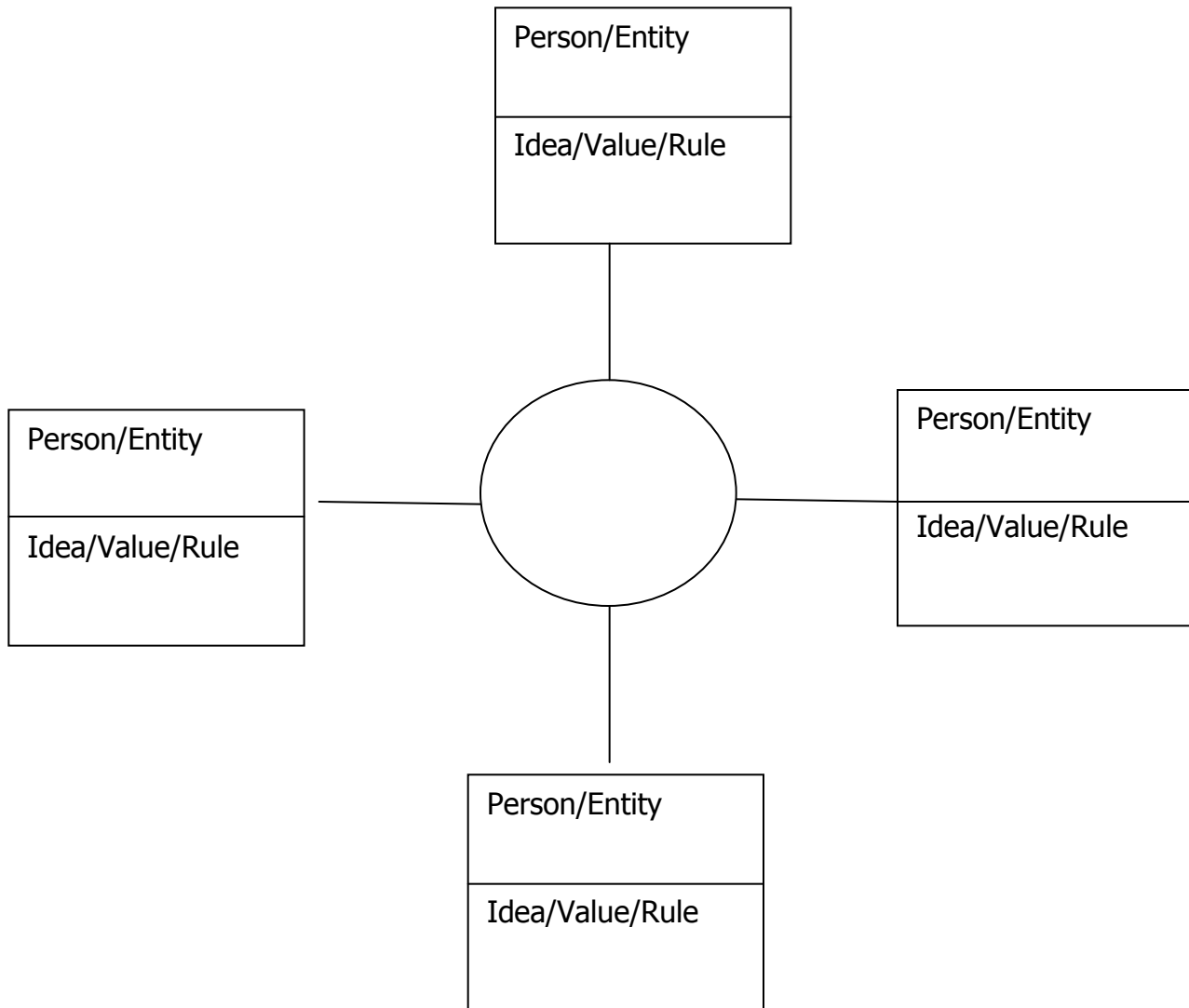
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## Your Variables

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Think of the people or organizations in your life that influenced you the most. It can be negative or positive.



# Creating a Foundation for Understanding

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What is Diversity in the year 2009?

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In what ways has your industry changed in terms of diversity? What are specific issues that apply in your organization?

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What are some challenges/obstacles that have occurred as a result of these changes?

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What are the benefits of diversity?

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What skills and attitudes are generally needed to adjust to increased diversity within your industry?

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How has the "Generation Gap" affected your organization?

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# Developing Personal Sensitivity

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Personal sensitivity requires that we become more aware of what we say how we say it what we do how we do it, especially when we interact with people who are different from us. Some examples of where personal sensitivity is needed include:

- ⇒ Intercultural encounters
- ⇒ Establishing positive relations
- ⇒ Hiring a new employee
- ⇒ Job performance during day-to-day contact
- ⇒ Dealing with the public
- ⇒ Overcoming stress in new environments

## **Key Distinction of Diversity**

Much of our interaction is unconscious. We see what we expect to see. Our preconceived ideas may hinder us in dealing creatively with reality. One of the major sources of diversity lies in the struggle between expectations and deeply rooted conditioned perceptions. We need to understand the distinctions of people and their culture, where misunderstandings generally occur.

Each culture/person (EMS District/Department, Paramedic, Firefighter, Captain, Chief, Customer,) is unique and that uniqueness can be characterized in these nine distinctions:

1. Dress Code - clothing, grooming, appearance
2. Working Styles – work habits and ethics
3. Ways of Communicating – direct/indirect, non-verbal, gestures, eye contact
4. Relationships – family, friends, age/gender,
5. Time Management – being on time, pace, sense of urgency, priorities
6. Self-Awareness – open/closed, formal/informal, personal space
7. Values – respect, privacy, team vs. independence, competitive, cooperative
8. Expectations – unconscious/conscious, beliefs/attitudes, authority/status
9. Ways of thinking – feeling/logic, structure, free flowing, right vs. left brain

What are ways that we can have successful relationships with others that may be different from us?

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## Some Behavior Basics

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To ensure that your communication is not violating the law, rid it of any discrimination, intimidation or harassment toward people on the basis of color, race, religion, gender, national origin, age, disability, marital status, or sexual orientation.

### Appropriate Behavior

Acceptance of a person no matter how they look or what they believe. The ability to accept another person's opinion.

### Inappropriate Behavior

Making another person feel devalued or unimportant. This can very possibly keep someone from doing their best job. This can be something that is said or an action that is done to make the other person feel uncomfortable.

### Conduct the Simple Test to Determine if Behavior is Appropriate

1. Would I want someone to tell my spouse or parents or children the joke?
2. Would I act this way in front of my children?
3. Would I do this in front of my Captain or Chief?

What are some phrases, words, expressions or behaviors that you have seen or heard that could be considered inappropriate or offensive?

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### Collusion

Cooperating with others, knowingly or unknowingly, to reinforce stereotypical attitudes, prevailing behaviors, and norms.

Types of Collusion:

- ▶ Silence
- ▶ Denial
- ▶ Active Participation

# Communication Process to Handle a Diversity Conflict

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MAT is a suggestion action that you can take to help clear up a situation of diversity.

M – Measure the impact. How does what they said or did impact you? Should you resolve it or should you involve management? When is it the right time to approach them?

A – Ask questions. This let's the other person know what they said was offensive. Also helps you to understand what they meant.

T – Tell them how what they said or did affected you. Suggestion is to use lots of "I" statements. Also let them know what you would prefer the next time.

If this doesn't work you may need to involve your management.

## Effective Feedback Criteria

This provides a straightforward way to let others know how their behavior negatively affects us.

### **Describe specific behavior**

Describe the observable actions, rather than assigning meaning to what you feel. Make it descriptive rather than judgmental.

### **Express Feeling**

How do you feel about what he did? It is okay to say you are mad, sad, frustrated, confused etc. as long as you direct your feelings towards the *behavior* not the person.

### **Request Alternatives**

Ask for alternative behavior rather than just "dumping" the negative. State what you want the other person to do instead.

### **Consider everyone's needs**

Give feedback with needs and feelings of both sender and receiver in mind.

### **Time it Well**

Choose the time and situation for feedback. Try to do asap after incident. Yet don't do it in the heart of the moment. Avoid public discussion unless it is for entire group

# Valuing Diversity Action Plan – Worksheet

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My most important diversity goal, which I commit to working toward, is?

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Things about myself that I will communicate to help others work more productively with me, is?

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Perceptions about people who are different from me that I will work to change:

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As a result of today, what is one thing that I will do differently?

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## Valuing Diversity

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- Be a role model we must embrace diversity
- Platinum Rule Treat others as **they** want to be treated
- Project Positive Self-Fulfilling Prophecies
- Be interested in culture differences, not judgmental
- Avoid holding grudges from past clashes
- Focus attention on our thinking, feelings and behavior
- Recognize how our perceptions affect encounters with others that are different from us
- Be aware of the impact of our behavior on others
- Have positive feelings toward other who are different

1. Don't criticize, condemn or complain.
2. Give honest, sincere appreciation.
3. Arouse in the other person an eager want.
4. Become genuinely interested in other people.
5. Smile.
6. Remember that a person's name is to that person the sweetest and most important sound in any language.
7. Be a good listener. Encourage others to talk about themselves.
8. Talk in terms of the other person's interests.
9. Make the other person feel important – and do it sincerely.

# Exercises



# Managing Expectations

**Names**

**How I would respond.**

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

\_\_\_\_\_

**respond**

**How I believe they will**

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

\_\_\_\_\_

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

\_\_\_\_\_

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

\_\_\_\_\_

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

\_\_\_\_\_

6. \_\_\_\_\_

\_\_\_\_\_

## Exercise on Values

My Mother taught me good people are \_\_\_\_\_.

My Father taught me firefighters are \_\_\_\_\_.

I was taught not to trust \_\_\_\_\_.

In elementary school I learned that a friend is \_\_\_\_\_.

As a teenager, my belief about different ethnic groups was \_\_\_\_\_.

As an adult I view those who think very different from me as \_\_\_\_\_.

From my leaders I have learned that acceptance is based on \_\_\_\_\_.

In my role, at work, I have learned that my biggest challenge in respect to people is

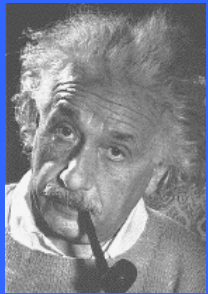
\_\_\_\_\_.

## Personality Styles and Temperament

**Instructions:** Read each row and determine which one sounds more like you and **select only one**.

At the end of this section add up your selections for each column and enter the numbers in the boxes provided.

### THE FOUR TEMPERAMENTS



Albert  
Einstein

RATIONALS



Margaret  
Thatcher



Mohandas  
Gandhi

IDEALISTS



Eleanor  
Roosevelt



Ernest  
Hemingway

ARTISANS

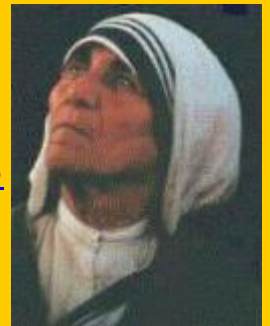


Barbra  
Streisand



George  
Washington

GUARDIANS



**EXTRAVERTS** tend to:

**INTROVERTS** tend to:

<input type="radio"/> Value sociability	<input type="radio"/> value solitude
<input type="radio"/> prefer interaction	<input type="radio"/> avoid unnecessary interaction
<input type="radio"/> expend energy freely	<input type="radio"/> conserve personal energy
<input type="radio"/> focus on external events	<input type="radio"/> focus on internal events
<input type="radio"/> may talk without thinking	<input type="radio"/> usually think without talking
<input type="radio"/> be easy to "read"	<input type="radio"/> be hard to know
<input type="radio"/> need contact and conversation	<input type="radio"/> need solitude and privacy
<input type="radio"/> know many people superficially	<input type="radio"/> know few people but deeply
<input type="radio"/> talk	<input type="radio"/> listen
<input type="radio"/> seek stimulation	<input type="radio"/> seek peace
<input type="radio"/> say what they mean	<input type="radio"/> keep to themselves
<input type="radio"/> believe: "what you see is what you get!"	<input type="radio"/> believe: "still water runs deep."

**Total Extravert selections**

**Total Introvert selections**

<input type="radio"/> I had more Extravert selections, E. <i>I tend to be talkative, open and relatively easy to read. I need interactions with people every day to keep my "personal batteries" charged I seem to speak without thinking sometimes</i>	<input type="radio"/> I had more introvert selections, I. <i>"Still waters run deep." I tend to become across as quiet, reserved, and-even though I do have a social side-I need more peace and privacy than most people. I am likely to think without speaking.</i>
<input type="radio"/> <b>I am an Extravert, E.</b>	<input type="radio"/> <b>I am an Introvert, I.</b>

**This is the second of four sections.  
Continue!**

**SENSORS** emphasize:

**iNTUITIVES** emphasize:

<input type="radio"/> past experiences	<input type="radio"/> future optimism
<input type="radio"/> realism	<input type="radio"/> idealism
<input type="radio"/> practical issues	<input type="radio"/> theoretical issues
<input type="radio"/> matter-of-fact style	<input type="radio"/> enthusiastic style
<input type="radio"/> facts and figures	<input type="radio"/> broad concepts
<input type="radio"/> systematic approaches	<input type="radio"/> creative approaches
<input type="radio"/> applied knowledge	<input type="radio"/> abstract knowledge
<input type="radio"/> steady work	<input type="radio"/> inspired work
<input type="radio"/> sensibility	<input type="radio"/> genius
<input type="radio"/> familiarity with procedures	<input type="radio"/> novelty of assignments
<input type="radio"/> cost, time, profit, usefulness	<input type="radio"/> conceptual value
<input type="radio"/> "I do."	<input type="radio"/> "I create."

**Total Sensing selections**

**Total iNuitive selections**

<input type="radio"/> I had more Sensing selections, <b>S</b> . <i>I tend to be practical and realistic. I am most comfortable dealing in here-and-now, the real world. I keep both feet on the ground and use my senses to tell me what's real.</i>	<input type="radio"/> I had more iNuitive selections, <b>N</b> . <i>I tend to be imaginative and creative. I am always looking toward future possibilities, asking myself what things mean on a larger scale. I am a "big picture" person-a natural innovator.</i>
<input type="radio"/> <b>I am a sensor, S.</b>	<input type="radio"/> <b>I am an iNuitive, N.</b>

**THINKERS** tend to:**FEELERS** tend to:

<input type="radio"/> seem cool-headed	<input type="radio"/> seem warm-headed
<input type="radio"/> be system-oriented	<input type="radio"/> be people-oriented
<input type="radio"/> be logical	<input type="radio"/> be sensitive
<input type="radio"/> present themselves reasonably	<input type="radio"/> present themselves sincerely
<input type="radio"/> deal with people unconsciously	<input type="radio"/> deal with people sensitively
<input type="radio"/> forget to thank or congratulate	<input type="radio"/> master the art of appreciation
<input type="radio"/> need reasons to follow you	<input type="radio"/> need trust to follow you
<input type="radio"/> value fairness	<input type="radio"/> value mercy
<input type="radio"/> ignore interpersonal climate	<input type="radio"/> attend to interpersonal climate
<input type="radio"/> be perceived as "tough" or "cold"	<input type="radio"/> perceived as "soft" or "warm"
<input type="radio"/> seem insensitive	<input type="radio"/> seem illogical
<input type="radio"/> be impersonal in most aspects of life	<input type="radio"/> deal personally in most aspects of life
<input type="radio"/> ignore non-verbal communication	<input type="radio"/> "tune in" to non-verbal communication

**Total Thinking selections**

**Total Feeling selections**


<input type="radio"/> I had more Thinking selections, <b>T</b> . <i>I tend to be logical, and I almost always make decisions on a rational, impersonal basis-or at least, I like to think I do. Reason rules my life, and I typically value fairness over compassion.</i>	<input type="radio"/> I had more feeling selections, <b>F</b> . <i>I tend to be sensitive, and I believe it's important to consider the personal element in everything I say or do. I try to be sympathetic and understand with others.</i>
<input type="radio"/> <b>I am a Thinker, T.</b>	<input type="radio"/> <b>I am a Feeler, F.</b>

**PERCEPTIVES** tend to:

**JUDGES** tend to:

<input type="radio"/> prefer to be impulsive	<input type="radio"/> prefer to be deliberate
<input type="radio"/> like to hear all sides	<input type="radio"/> limit information, input
<input type="radio"/> make decisions with difficulty	<input type="radio"/> make decisions readily
<input type="radio"/> enjoy unstructured situations	<input type="radio"/> prefer structured situations
<input type="radio"/> dislike rules and regulations	<input type="radio"/> feel rules and regulations are essential
<input type="radio"/> resist authority	<input type="radio"/> respect authority
<input type="radio"/> like taking in information	<input type="radio"/> prefer to make decisions
<input type="radio"/> react	<input type="radio"/> plan
<input type="radio"/> see life as complex	<input type="radio"/> see life as simple
<input type="radio"/> value freedom	<input type="radio"/> value order
<input type="radio"/> embrace change	<input type="radio"/> resist change
<input type="radio"/> think globally	<input type="radio"/> think structurally
<input type="radio"/> deal with time spontaneously	<input type="radio"/> prefer to schedule

**Total Perceptive selections**

**Total Judging selections**

<input type="radio"/> I had more perceptive selections, P. <i>I tend to be flexible, and I can always see the other person's viewpoint in a controversy. I am more comfortable observing, listening, and taking in information that I am making decisions and judgments. I am open-minded.</i>	<input type="radio"/> I had more Judging selections, J. <i>I like to be organized in whatever I do. I like to get to the bottom line, make decisions, know where I'm going, know where I stand, in all areas of my life. Schedules, order, structure and responsibility matter to me.</i>
<input type="radio"/> <b>I am a Perceptive , P</b>	<input type="radio"/> <b>I am a Judge, J.</b>

## **What makes an ISTJ tick?**

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is introverted. That is, Sensing is used primarily to govern the inner world of thoughts and emotions. The ISTJ will therefore:

- Seek to develop a realistic understanding of the world as it is, in the light of what he/she observes
- Be pragmatic in nature, constantly learning to adapt to the world as it is now
- Observe in a subjective way, selecting and relating facts that others would not, and seeing those facts more in terms of impressions and significance than pure fact

The Sensing function is primarily supported by extraverted Thinking judgment, That is, Thinking judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Sensing is directed, by:

- focusing the (inner world) Sensing on impersonal facts and logical options
- tending to spot flaws and injustices
- making decisions on the basis of logical analysis that support the ISTJ's understanding of the world.

The classic temperament of an ISTJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the need to belong.

## **Contributions to the team of an ISTJ**

In a team environment, the ISTJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- sorting ideas and identifying those that are most practical
- applying a common sense approach to problem solving
- maintaining team focus on the objective
- contributing practical organizational skills
- applying procedures and methodologies
- applying relevant and realistic logical arguments

The potential ways in which an ISTJ can irritate others include:

- focusing too much on the current task at the expense of longer term or interpersonal issues
- not articulating his/her understanding of the situation
- not seeing the wood for the trees
- being too serious
- seeming to be inflexible
- not encouraging others to experiment or innovate
- not promoting his/her own ideas or achievements

## **Personal Growth**

As with all types, the ISTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating more of the ISTJ's own views
- developing a long term vision, that avoids focusing on details
- developing a greater understanding of how people feel
- changing things on an experimental basis to see if they can be improved
- learning to promote the ISTJ's ideas and achievements to others, recognizing that others may well find them valuable
- making decisions on the basis of how others will feel, rather than objective considerations

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISTJ will behave more according to type when under greater stress. For example, in a crisis, the ISTJ might:

- find a place of solitude in which to think and work
- use tried and trusted means of solving problems
- direct or criticize others' efforts
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ISTJ's shadow may appear - a negative form of ENFP. Example characteristics are:

- having a gloomy view of a future
- suggesting impractical ideas
- acting impulsively, and changing things without any thought
- having intense negative feelings towards others (though these might not be expressed)

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISTJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ISFJ tick?**

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is introverted. That is, Sensing is used primarily to govern the inner world of thoughts and emotions. The ISFJ will therefore:

- Seek to develop a realistic understanding of the world as it is, in the light of what he/she observes
- Be pragmatic in nature, constantly learning to adapt to the world as it is now
- Observe in a subjective way, selecting and relating facts that others would not, and seeing those facts more in terms of impressions and significance than pure fact

The Sensing function is primarily supported by extraverted Feeling judgment, That is, Feeling judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Sensing is directed, by:

- focusing the (inner world) Sensing on ideas and possibilities that relate to people
- expressing appreciation for the contributions of others, particularly where they have done or said something that the ISFJ sees as significant
- making decisions on the basis of values that support the ISFJ's understanding of the world
- reinforcing the subjectivity of observation

The classic temperament of an ISFJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the need to belong.

## **Contributions to the team of an ISFJ**

In a team environment, the ISFJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- building team spirit through maintaining good relationships with each team member, being accepting of their contributions, and promoting harmony and co-operation
- contributing practical skills in organizing people
- ensuring that everyone in the team feels valued, and that their needs are met
- asking for contributions from all team members, and seeking to arrive at consensus decisions
- maintaining respect for established hierarchies and traditions
- striving to ensure that people are happy with the service provided

The potential ways in which an ISFJ can irritate others include:

- avoiding conflict, and not giving criticism when it is needed
- not articulating his/her understanding of the situation
- not seeing the wood for the trees
- failing to state his/her own needs
- being too serious
- not promoting his/her own ideas or achievements

## **Personal Growth**

As with all types, the ISFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating more of the ISFJ's own views
- developing a long term vision, that avoids focusing on details
- assertiveness training
- being more forthright, and offering direct criticism
- learning to promote the ISFJ's ideas and achievements to others, recognizing that others may well find them valuable
- undertaking a formal process of evaluation against criteria, including a cost benefit analysis

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISFJ will behave more according to type when under greater stress. For example, in a crisis, the ISFJ might:

- find a place of solitude in which to think and work
- value the efforts of others and appreciate their encouragement
- use tried and trusted means of solving problems, possibly failing to recognize the need for change
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ISFJ's shadow may appear - a negative form of ENTP. Example characteristics are:

- being very intolerant of others who do not act competently
- suggesting impractical ideas
- being critical of others, and finding fault with almost everything
- having a gloomy view of the future
- being argumentative

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISFJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an INFJ tick?**

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is introverted. That is, iNtuition is used primarily to govern the inner world of thoughts and emotions. The INFJ will therefore:

- Seek to develop a understanding of how the world is, or can be
- Seek to understand the patterns underlying his/her observations
- Be strategic in nature, wanting to establish a clear vision towards which the INFJ is working
- Not involve others in the development of that vision

The iNtuition function is primarily supported by extraverted Feeling judgment, That is, Feeling judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the iNtuition is directed, by:

- focusing the (inner world) iNtuition on ideas and possibilities that relate to people
- expressing appreciation for the contributions of others, particularly where they have done or said something that supports the INFJ's ideals
- making decisions on the basis of values that support the INFJ's understanding of the world, and conform to his/her vision.

The classic temperament of an INFJ is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

## **Contributions to the team of an INFJ**

In a team environment, the INFJ can contribute by:

- observing and understanding the team dynamics, and encouraging the team to recognise them and take appropriate action
- listening carefully to various viewpoints, and being able to identify potential areas of agreement to be used as a basis to move forward
- being trustworthy, meeting commitments to a consistent standard
- contributing creative ideas, particularly those involving people
- bringing the team to make decisions about important issues
- promoting harmony and co-operation

The potential ways in which an INFJ can irritate others include:

- not including others in the INFJ's process of developing ideas and vision

- not giving criticism or expressing disagreement when it is appropriate
- ignoring current reality in pursuit of insight and meaning - perhaps overlooking some tasks that need to be done
- making errors of fact
- not promoting their ideas in the group
- wanting to pursue ideas without fully thinking through the consequences in, say, cost terms

## **Personal Growth**

As with all types, the INFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the INFJ's own personal vision or goals
- investigating and recognizing the facts before interpreting what they mean
- changing his/her vision to fit more closely with what is possible
- allowing others to participate in the process of development of the INFJ's vision or ideas, in order to gain their commitment or get a realistic, objective assessment
- learning to promote the INFJ's ideas to others, recognizing that others may well find them valuable
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the INFJ will behave more according to type when under greater stress. For example, in a crisis, the INFJ might:

- find a place of solitude in which to think and work
- tell everyone else how well they are coping
- try to solve the long term problem, and neglect the short term
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the INFJ's shadow may appear - a negative form of ESTP. Example characteristics are:

- acting very impulsively, making decisions without thinking them through
- doing things to excess - e.g.: eating, drinking or exercising
- being critical of others, and finding fault with almost everything
- being preoccupied about unimportant details and doing things that have no meaning
- acting in a very materialistic and selfish way
- cutting corners, breaking the rules, and even contradicting the INFJ's own values

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INFJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an INTJ tick?**

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is introverted. That is, iNtuition is used primarily to govern the inner world of thoughts and emotions. The INTJ will therefore:

- Seek to develop a understanding of how the world can be
- Seek to understand the patterns underlying his/her observations
- Be strategic in nature, wanting to establish a clear vision towards which the INTJ is working
- Not involve others in the development of that vision

The iNtuition function is primarily supported by extraverted Thinking judgment. That is, Thinking judgment is used primarily to manage the outer world of actions and words. This will modify the way that the iNtuition is directed, by:

- focusing the (inner world) iNtuition on ideas and possibilities that relate to systems and concepts
- inwardly maintaining a long term vision. Rather than communicating this vision directly, it may tend to surface in the form of criticism of ideas and situations that do not conform.
- applying logical analysis to perceived patterns and possibilities, enabling the INTJ to quickly see the underlying principles in a situation

The classic temperament of an INTJ is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

## **Contributions to the team of an INTJ**

In a team environment, the INTJ can contribute by:

- challenging the status quo
- leading the team to a greater understanding of the concepts and principles involved
- finding ways to overcome apparently insurmountable difficulties
- developing and maintaining a sense of direction in the team's work
- observing and understanding the way the organization works, and leading the team to take appropriate action
- producing work to a high level of quality
- ensuring that ideas and vision are translated into action

The potential ways in which an INTJ can irritate others include:

- being single-minded or stubborn
- not taking sufficient account of current realities
- not expressing appreciation for the contributions of others, particularly where it hasn't been fully competent
- not delegating
- making errors of fact, and appearing to make decisions irrespective of the facts

## **Personal Growth**

As with all types, the INTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating the INTJ's vision, and allowing others to contribute to its development
- expressing appreciation for work done, even when it falls short of the INTJ's personal standards
- investigating the facts, and documenting them, before interpreting what they mean
- taking time to consider the impact of the INTJ's approach and ideas on people's feelings
- looking for and acknowledging positive contributions and areas of agreement, rather than just seeing flaws and areas of disagreement

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the INTJ will behave more according to type when under greater stress. For example, in a crisis, the INTJ might:

- retire to a private place and think through a problem until the INTJ has formulated a complete plan for solving it
- try to maintain a high degree of quality in the solution
- criticize others' ideas, particularly if they involve compromising quality
- make errors of fact, or pursue ideas that are unrealistic

Under extreme stress, fatigue or illness, the INTJ's shadow may appear - a negative form of ESFP. Example characteristics are:

- doing things to excess - e.g.: eating, drinking or exercising
- acting very impulsively, perhaps starting off more projects than the INTJ could hope to accomplish
- expressing emotions in an intensive and uncontrolled way
- being very sensitive to criticism
- asking for lots of information that is irrelevant

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INTJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ISTP tick?**

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is introverted. That is, Thinking is used primarily to govern the inner world of thoughts and emotions. The ISTP will therefore:

- spend time thinking analytically, organizing thoughts on a logical basis
- develop an understanding of the principles involved in a situation
- spontaneously feel critical of a person or situation, but not necessarily express that criticism
- be inwardly decisive, but not communicate those decisions to others
- think mostly about impersonal issues, focusing more on concepts, truths and systems rather than individuals' feelings

The Thinking function is primarily supported by extraverted Sensing perception. That is, Sensing perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Thinking is directed, by:

- focusing the (inner world) Thinking on understanding practical or mechanical problems
- perceiving appropriate facts to support the logical analysis

The classic temperament of an ISTP is Dionesian, or Sanguine, for whom freedom is a basic driving force - seeking to enjoy the present.

## **Contributions to the team of an ISTP**

In a team environment, the ISTP can contribute by:

- being a source of information, or an 'expert' in some subjects
- using analytical skills to produce practical solutions to difficult problems
- encouraging the team to think, and then act
- having a cool head in a crisis
- applying relevant and realistic logical arguments
- encouraging the team to realistically assess the situation

The potential ways in which an ISTP can irritate others include:

- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not completing a task before moving on to the next one

- not communicating his/her understanding of the situation
- taking shortcuts
- seeming to flit from one thing to another

## **Personal Growth**

As with all types, the ISTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- taking time to consider the impact of the ISTP's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others, to engender ownership of the solution
- learning to acknowledge and develop the ISTP's own emotions and personal values
- developing a long term personal strategy
- developing personal relationships for their own sake

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISTP will behave more according to type when under greater stress. For example, in a crisis, the ISTP might:

- withdraw from people, to think through possible solutions
- use tried and trusted solutions to short-term problems
- criticize others efforts and ignore their feelings
- sort out detailed points that could perhaps wait

Under extreme stress, fatigue or illness, the ISTP's shadow may appear - a negative form of ENFJ. Example characteristics are:

- displaying intense feelings towards others, or insisting on things being done without any logical basis
- being very sensitive to criticism
- having a gloomy view of the future
- attributing unrealistic negative meaning to others actions or statements

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISTP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ISFP tick?**

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate

- Takes a personal approach

The judging Feeling function is introverted. That is, Feeling is used primarily to govern the inner world of thoughts and emotions. The ISFP will therefore:

- develop an inner emotional life that is often unseen to others, but is experienced as intense
- retain a strong sense of values, which are often not expressed
- emotionally accept or reject various aspects of life - for example, deciding whether praise or criticism received is valid and, at extreme, ignoring whatever is unacceptable
- feel appreciation towards others, but not express it

The Feeling function is primarily supported by extraverted Sensing perception, That is, Sensing perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Feeling is directed, by:

- focusing the (inner world) Feeling on current relationships and people, e.g.: through one-to-one discussions and fact-based conversation
- seeking to enjoy the company of those they know, and being concerned for their well-being and happiness
- helping people in practical ways

The classic temperament of an ISFP is Dionesian, or Sanguine, for whom freedom from constraint is a basic driving force - seeking to enjoy the present.

## **Contributions to the team of an ISFP**

In a team environment, the ISFP can contribute by:

- solving problems as they arise, especially ones concerning people
- generating team spirit through promoting co-operation, and engendering a quiet sense of fun
- ensuring the well-being of team members
- being accurate and observant about facts, without putting too much interpretation on them
- modeling flexibility - e.g.: suggesting his/her own ideas, but being considerate of others points of view and going with the majority
- paying attention to the people side of the problem

The potential ways in which an ISFP can irritate others include:

- being too concerned with harmony in the group
- not pushing the ISFP's own ideas and contribution enough
- being stubborn over issues the group did not anticipate being a problem
- avoiding conflict and not giving forthright criticism when it is needed
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately addressed

- perhaps failing to take a longer term view
- taking people at face value and not recognizing underlying motives

## **Personal Growth**

As with all types, the ISFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the ISFP's personal values
- interpreting the facts they observe to reveal hidden meanings
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- establishing a long term goal, developing a outline plan for achieving it, and working towards it
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISFP will behave more according to type when under greater stress. For example, in a crisis, the ISFP might:

- concentrate on what the ISFP sees as important
- work alone if possible
- act impulsively and take risks
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the ISFP's shadow may appear - a negative form of ENTJ. Example characteristics are:

- being very critical and finding fault with almost everything
- becoming bossy and ignoring others' feelings
- having a very pessimistic view of the future
- see hidden meanings that are not really there

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISFP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an INFP tick?**

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is introverted. That is, Feeling is used primarily to govern the inner world of thoughts and emotions. The INFP will therefore:

- develop an inner emotional life that is often unseen to others, but is experienced as intense
- retain a strong sense of values, which are often not expressed
- emotionally accept or reject various aspects of life - for example, deciding whether praise or criticism received is valid and, at extreme, ignoring whatever is unacceptable
- feel appreciation towards others, but not express it

The Feeling function is primarily supported by extraverted iNtuitive perception, That is, iNtuitive perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Feeling is directed, by:

- focusing the (inner world) Feeling on ideas and possibilities for people
- looking for meaningful relationships
- deciding on friendships through insight into their personality and motivation

The classic temperament of an INFP is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

## **Contributions to the team of an INFP**

In a team environment, the INFP can contribute by:

- promoting insight and common understanding amongst the team
- contributing well thought out and innovative ideas
- generating team spirit through sensitive listening and a quiet enthusiasm
- focusing on areas of agreement and building on others' proposals
- where there are areas of disagreement, exploring a wide range of options to see if a point of agreement can be found

The potential ways in which an INFP can irritate others include:

- being idealistic
- appearing out of touch, perhaps not fully recognizing current realities, and disregarding those they find unacceptable

- being stubborn over issues the group did not anticipate being a problem
- spending too much time thinking
- avoiding conflict and not giving forthright criticism when it is needed
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately discussed

## **Personal Growth**

As with all types, the INFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the INFP's personal values
- investigating and recognizing the facts before interpreting what they mean
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- focusing on impersonal details during discussions and when making decisions
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- establishing a long term goal, preparing a detailed implementation plan, and sticking to it

## **Recognizing Stress**

As stress increases, 'learned behavior' tends to give way to the natural style, so the INFP will behave more according to type when under greater stress. For example, in a crisis, the INFP might:

- concentrate only on what the INFP sees as important
- work alone if possible
- contribute creative ideas, but overlook current realities
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the INFP's shadow may appear - a negative form of ESTJ. Example characteristics are:

- being very critical and find fault with almost everything
- doing things to excess - e.g.: eating, drinking or exercising
- becoming bossy or domineering and ignoring others' feelings
- being pedantic about unimportant details

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INFP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an INTP tick?**

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is introverted. That is, Thinking is used primarily to govern the inner world of thoughts and emotions. The INTP will therefore:

- spend time thinking analytically, organizing thoughts on a logical basis
- develop an understanding of the principles involved in a situation
- spontaneously feel critical of a person or situation, but not necessarily express that criticism
- be inwardly decisive, but not communicate those decisions to others
- think mostly about impersonal issues, focusing more on concepts, truths and systems rather than individuals' feelings

The Thinking function is primarily supported by extraverted iNtuitive perception. That is, iNtuitive perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Thinking is directed, by:

- focusing the (inner world) Thinking on understanding possibilities for the future
- perceiving patterns in information to support the logical analysis

The classic temperament of an INTP is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

## **Contributions to the team of an INTP**

In a team environment, the INTP can contribute by:

- using analytical and critical skills to solve problems
- focusing attention on the central issue
- providing intellectual insight
- suggesting ideas that achieve long and short term aims
- viewing information objectively

The potential ways in which an INTP can irritate others include:

- being too intellectual
- finding too many flaws, and not accepting imperfect but 'good enough' solutions
- not taking account of others' feelings
- suggesting ideas and then appearing to change his/her mind

- leave others to worry about implementation once the major problems have been solved
- clinging to a principle at the expense of relationships and harmony

## **Personal Growth**

As with all types, the INTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- expressing appreciation towards others
- working within other people's limitations
- accepting and praising others' imperfect efforts, if they are 'good enough'
- consulting others more, and involving them in decisions, to engender ownership of the solution
- spending time to develop personal relationships for their own sake
- learning to acknowledge and develop the INTP's own emotions and personal values

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the INTP will behave more according to type when under greater stress. For example, in a crisis, the INTP might:

- withdraw to think about the central issue that needs attention
- suggest various ideas, and use the feedback received to support the intellectual analysis
- debate the issue from an intellectual point of view, and leave it very late before making a decision
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the INTP's shadow may appear - a negative form of ESFJ. Example characteristics are:

- expressing intense negative emotions towards others
- being very sensitive to criticism
- becoming preoccupied with details, without any logical basis
- interpreting facts or events in a very subjective way

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INTP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ESTP tick?**

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is extraverted. That is, Sensing is used primarily to govern the outer world of actions and spoken words. The ESTP will therefore:

- Seek to experience and enjoy the world as it is
- Be very responsive to current events, with life tending to be a succession of events
- Be pragmatic in nature, constantly seeking to change the world to the way the ESTP wants it to be
- Observe in an objective way, valuing facts without necessarily putting an interpretation upon them

The Sensing function is primarily supported by introverted Thinking judgment. That is, Thinking judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Sensing is directed, by:

- focusing the (outer world) Sensing on impersonal facts and logical options
- tending to enjoy action and events for themselves rather than for the company of others
- leading to enjoyment of material possessions

The classic temperament of an ESTP is Dionesian, or Sanguine, for whom freedom is a basic driving force - seeking to experience and enjoy life.

## **Contributions to the team of an ESTP**

In a team environment, the ESTP can contribute by:

- making things happen, with an action-oriented approach
- building a lively 'can-do' atmosphere, which generates team spirit
- focusing on practical ideas
- applying a common sense approach to problem solving
- maintaining awareness of the factual information on which discussions are based
- taking charge in a crisis, and organizing others

The potential ways in which an ESTP can irritate others include:

- acting too quickly, without appearing to think things through

- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not taking account of the sensitivities of others
- turning to a new problem before the last one has been fully completed
- seeming materialistic
- generating crises as a way of getting things moving

## **Personal Growth**

As with all types, the ESTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- developing a long term vision, that avoids focusing on details
- developing a greater understanding of how people feel
- stopping and thinking before acting
- ensuring that all aspects of a task have been completed before going on to the next one
- spending time to interpret facts - looking for subjective meaning, and for underlying patterns
- developing time management skills
- deciding on a personal set of values, and revisiting this list from time to time
- expressing appreciation to others for their qualities

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ESTP will behave more according to type when under greater stress. For example, in a crisis, the ESTP might:

- use impulsive energy to overcome whatever obstacles get in the way
- generate new actions
- use tried and trusted means of solving problems
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ESTP's shadow may appear - a negative form of INFJ. Example characteristics are:

- going quiet or withdrawing from people
- having a gloomy view of the future
- having intense negative feelings towards others, which may be openly expressed
- ceasing to adapt to changing circumstances

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESTP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ESFP tick?**

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is extraverted. That is, Sensing is used primarily to govern the outer world of actions and spoken words. The ESFP will therefore:

- Seek to experience and enjoy the world as it is
- Is very responsive to current events, life tending to be a succession of events
- Be pragmatic in nature, constantly seeking to change the world to the way the ESFP wants it to be
- Observe in an objective way, valuing facts without necessarily putting an interpretation upon them

The Sensing function is primarily supported by introverted Feeling judgment, That is, Feeling judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Sensing is directed, by:

- focusing the (outer world) Sensing on relationships and facts concerning people
- tending to enjoy action and events for the company of others rather than the events themselves
- leading to enjoyment of interaction with people

The classic temperament of an ESFP is Dionesian, or Sanguine, which seeks to be free from constraint, seeking to enjoy the present, and tending to act on impulse.

## **Contributions to the team of an ESFP**

In a team environment, the ESFP can contribute by:

- involving everyone in the discussion and decision making
- valuing the strengths of each individual, and encouraging team members to contribute their best work
- using a sense of humor to build a friendly atmosphere
- building a lively 'can-do' atmosphere, which generates team spirit
- focusing on practical ideas
- applying a common sense approach to problem solving
- maintaining awareness of the factual information on which discussions are based

The potential ways in which an ESFP can irritate others include:

- taking too personal a focus - e.g.: taking criticism personally
- acting too quickly, without appearing to think things through
- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not taking account of costs or logical considerations
- turning to a new problem before the last one has been fully completed
- over-using humor

## **Personal Growth**

As with all types, the ESFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- developing a greater understanding of how people feel
- stopping and thinking before acting
- ensuring that all aspects of a task have been completed before going on to the next one
- spending time to interpret facts - looking for subjective meaning, and for underlying patterns
- developing time management skills
- establishing a long term goal, developing an outline plan for achieving it, and working towards it
- listing options, and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ESFP will behave more according to type when under greater stress. For example, in a crisis, the ESFP might:

- draw in other people to help
- use tried and tested methods of solving problems
- act impulsively and take risks
- fail to consider cost implications

Under extreme stress, fatigue or illness, the ESFP's shadow may appear - a negative form of INTJ. Example characteristics are:

- go quiet or withdraw from people
- have a gloomy view of the future
- openly criticize other people
- stop adapting to changing circumstances

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESFP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ENFP tick?**

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is extraverted. That is, iNtuition is used primarily to govern the outer world of actions and spoken words. The ENFP will therefore:

- Try ideas out, to explore new possibilities and discover, by experience, which ones work
- Change procedures to see if any improvement can be made, rather than just operate them
- Be interested in evolutionary development, but with an eye on the strategy.
- Be more interested in exploring ideas than bringing them to closure

The iNtuition function is primarily supported by introverted Feeling judgment, That is, Feeling judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the iNtuition is directed, by:

- focusing the (outer world) iNtuition on ideas and possibilities that relate to people
- inwardly appreciating the contributions of others, though not expressing it that often.
- internally rejecting any options that clearly conflict with the ENFP's values - though the rejection might not be expressed or seen to others

The classic temperament of an ENFP is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

## **Contributions to the team of an ENFP**

In a team environment, the ENFP can contribute by:

- acting as a catalyst for change, and encouraging the team to change together
- focusing on areas of agreement and building on others' proposals
- where there are areas of disagreement, exploring a wide range of options to see if a point of agreement can be found.
- contributing creative ideas, particularly those involving people
- including others in the process of developing ideas and vision, and being very accepting of contributions, even of varying quality
- generating team spirit though the ENFP's own energy and enthusiasm

The potential ways in which an ENFP can irritate others include:

- losing sight of the main purpose of the discussion and going off at tangents

- initiating too many projects, and not being able to deliver on all of them
- talking too much
- introducing too much change, and not leaving well-established, workable routines alone.
- making errors of fact
- wanting to pursue ideas without fully thinking through the consequences in, say, cost terms

## **Personal Growth**

As with all types, the ENFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being selective about starting projects, and producing plans to help identify which ones can be delivered
- pausing and thinking, and recognizing that others will accept the ENFP and his/her ideas more if given sufficient time to make their own contribution
- being more accepting of existing routines that work well
- investigating the facts, and documenting them, before interpreting what they mean
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- changing his/her vision to fit more closely with what is possible
- expressing the appreciation that is felt towards others

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ENFP will behave more according to type when under greater stress. For example, in a crisis, the ENFP might:

- involve people in brainstorming ideas
- be democratic about choosing the solution to use
- provide a lot of drive, but try to do too much
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the ENFP's shadow may appear - a negative form of ISTJ. Example characteristics are:

- being pedantic about unimportant details
- doing things to excess - e.g.: eating, drinking or exercising
- being critical of others, and finding fault with almost everything
- taking charge without consideration to others

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENFP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ENTP tick?**

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is extraverted. That is, iNtuition is used primarily to govern the outer world of actions and spoken words. The ENTP will therefore:

- Try ideas out, to explore new possibilities and discover, by experience, which ones work
- Change procedures to see if any improvement can be made, rather than just operate them
- Be interested primarily in evolutionary development, perhaps with an eye on the strategy.
- Be more interested in exploring ideas than bringing them to closure

The iNtuition function is primarily supported by introverted Thinking judgment. That is, Thinking judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the iNtuition is directed, by:

- focusing the (outer world) iNtuition on ideas and possibilities that relate to systems and concepts
- inwardly tending to spot the flaws in situations, people or ideas. Rather than expressing criticism directly, it may surface in the form of contradictory ideas and possibilities.
- applying logical analysis to perceived patterns and possibilities, enabling the ENTP to quickly see the underlying principles in a situation

The classic temperament of an ENTP is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

## **Contributions to the team of an ENTP**

In a team environment, the ENTP can contribute by:

- challenging the status quo, and encouraging other team members to achieve more than they thought they could
- leading other team members to a greater understanding of the concepts and principles involved
- involving people who are competent in relevant skills
- contributing creative ideas on how the task can be achieved or quality improved
- creating new ideas out of confrontational discussion
- finding ways to overcome apparently insurmountable difficulties
- generating team spirit though the ENTP's own energy and enthusiasm

The potential ways in which an ENTP can irritate others include:

- initiating too many projects, and not being able to deliver on all of them
- introducing too much change, and not leaving well-established, workable routines alone
- not taking sufficient account of current realities
- appearing competitive and unappreciative of the contribution of others
- leaving someone else to do the routine work
- making errors of fact

## **Personal Growth**

As with all types, the ENTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being selective about the initiation of projects
- pausing and thinking, and recognizing that others will accept the ENTP and his/her ideas more if their own contributions are accepted and valued
- appreciating the value of existing routines that work well
- investigating the facts, and documenting them, before interpreting what they mean
- taking time to consider the impact of the ENTP's approach and ideas on people's feelings
- expressing appreciation towards others

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ENTP will behave more according to type when under greater stress. For example, in a crisis, the ENTP might:

- spend time brainstorming ideas, and debating or critiquing what needs to be done
- provide a lot of drive, but try to do too much
- draft in people with proven skills to work on the problem
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the ENTP's shadow may appear - a negative form of ISFJ. Example characteristics are:

- being pedantic about unimportant details
- doing things to excess - e.g.: eating, drinking or exercising
- expressing emotions in an intensive and uncontrolled way
- being very sensitive to criticism

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENTP may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ESTJ tick?**

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is extraverted. That is, Thinking is used primarily to govern the outer world of actions and spoken words. The ESTJ will therefore:

- organize life in on a logical basis, classifying, ordering, and directing facts and situations
- be decisive, with the aim of being just and fair
- spontaneously criticize
- be comfortable with conflict as a way of resolving problems
- take an impersonal approach, focusing more on systems and organizational needs than each individuals' feelings

The Thinking function is primarily supported by introverted Sensing perception. That is, Sensing perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Thinking is directed, by:

- focusing the (outer world) Thinking on practical decisions that lead to tried and trusted ways of organizing or solving problems
- focusing decisions on immediate considerations - e.g.: short term costs and benefits, and the next step

The classic temperament of an ESTJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and belonging.

## **Contributions to the team of an ESTJ**

In a team environment, the ESTJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- contributing practical organizational skills
- applying relevant and realistic logical arguments
- calling a spade a spade
- ensuring the team follows through to completion

The potential ways in which an ESTJ can irritate others include:

- focusing too much on the current task at the expense of broader interpersonal issues
- being too blunt in giving criticism
- not seeing the wood for the trees

- not encouraging others to experiment or innovate
- not paying enough attention to others' feelings and values

## **Personal Growth**

As with all types, the ESTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- pausing and thinking, and recognizing that others will accept the ESTJ's direction if their own contributions are accepted and valued
- working within other people's limitations
- taking time to consider the impact of the ESTJ's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others more, to engender ownership of the solution
- learning to acknowledge and develop the ESTJ's own emotions and personal values
- spending time alone to develop personal long-term strategies
- spending time to develop personal relationships for their own sake

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ESTJ will behave more according to type when under greater stress. For example, in a crisis, the ESTJ might:

- take command, decide what needs to be done, and tell everyone what to do
- use tried and trusted solutions to short-term problems
- make decisions too quickly, and without considering the impact on people
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the ESTJ's shadow may appear - a negative form of INFP. Example characteristics are:

- withdrawing and wanting to be alone
- having intense emotions, that may or may not be expressed
- being very sensitive to criticism
- attributing unrealistic negative meaning to others actions or statements

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESTJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ESFJ tick?**

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is extraverted. That is, Feeling is used primarily to govern the outer world of actions and spoken words. The ESFJ will therefore:

- seek stable, harmonious relationships
- tend to adapt to the environment, taking on board those values that are held as important by friends and family, or society as a whole
- express the appreciation that is felt towards others
- tend to consider others' feelings before his/her own
- be sensitive to praise and criticism, and seek to conform to others' reasonable expectations

The Feeling function is primarily supported by introverted Sensing perception, That is, Sensing perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Feeling is directed, by:

- focusing the (outer world) Feeling on current relationships and people, e.g.: through social events and fact-based conversation
- finding practical ways to be of service to people
- viewing people subjectively, observing facts that support harmonious relationships

The classic temperament of an ESFJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the desire to belong.

## **Contributions to the team of an ESFJ**

In a team environment, the ESFJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- ensuring that everyone in the team feels valued, and that their needs are met
- maintaining good relationships, and building team spirit, often through enthusiastic organization of social activities
- keeping the team informed, asking for contributions from all members, and seeking to arrive at consensus decisions
- maintaining respect for established hierarchies and traditions
- striving to ensure that people are happy with the service provided

The potential ways in which an ESFJ can irritate others include:

- talking too much
- assuming they know the needs of others
- avoiding conflict, and not giving criticism when it is needed
- not paying attention to their own needs
- not seeing the wood for the trees
- being reluctant to try out new things or work towards new possibilities

## **Personal Growth**

As with all types, the ESFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- learning to observe and accept the negative aspects of those people they admire
- trying to view people in a more independent and objective way
- pausing and thinking, encouraging others to articulate their own needs, and using active listening to verify understanding
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- establishing a list of the ESFJ's personal needs, and ensuring they are met - recognizing that there are ways in which the ESFJ and others can have both sets of needs met
- establishing a long term goal, working towards it, but being prepared to modify it in the light of experience and developing circumstances
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ESFJ will behave more according to type when under greater stress. For example, in a crisis, the ESFJ might:

- work hard to complete pre-defined tasks
- express appreciation for everyone else's efforts
- fail to recognize the need for change
- neglect their own needs whilst being concerned for others

Under extreme stress, fatigue or illness, the ESFJ's shadow may appear - a negative form of INTP. Example characteristics are:

- being very critical and finding fault with almost everything
- having a pessimistic view of the future
- suggesting ideas that are quite impractical
- ignoring others' feelings

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESFJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ENFJ tick?**

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is extraverted. That is, Feeling is used primarily to govern the outer world of actions and spoken words. The ENFJ will therefore:

- seek stable, harmonious relationships
- tend to adapt to the environment, taking on board those values that are held as important by friends and family, or society as a whole
- express the appreciation that is felt towards others
- tend to consider others' feelings before his/her own
- be sensitive to praise and criticism, and seek to conform to others' reasonable expectations

The Feeling function is primarily supported by introverted iNtuitive perception, That is, iNtuitive perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Feeling is directed, by:

- focusing the (outer world) Feeling on ideas and possibilities for people
- looking for meaningful relationships
- aiming to understand people, gaining insight into their personality and motivation

The classic temperament of an ENFJ is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

## **Contributions to the team of an ENFJ**

In a team environment, the ENFJ can contribute by:

- promoting insight and common understanding amongst the team
- facilitating discussions, encouraging contributions from all team members by asking questions in a structured way
- seeking to arrive at consensus decisions
- generating team spirit though the ENFJ's own energy and enthusiasm
- focusing on areas of agreement and building on others' proposals
- bringing discussions to positive conclusions

The potential ways in which an ENFJ can irritate others include:

- talking too much

- assuming they know the needs of others - in trying to help them develop insight, the ENFJ can appear bossy
- avoiding conflict and not giving criticism when it is needed
- taking criticism personally
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately addressed.

## Personal Growth

As with all types, the ENFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- learning to observe and accept the negative aspects of those people they admire
- finding an independent and objective means of verifying their insights about people
- pausing and thinking, encouraging others to articulate their own needs, and using active listening to verify understanding
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- focusing on impersonal details when making decisions
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- establishing a long term goal, working towards it, but being prepared to modify it in the light of experience and developing circumstances
- letting others develop at their own pace

## Recognizing Stress

As stress increases, 'learned behavior tends to give way to the natural style, so the ENFJ will behave more according to type when under greater stress. For example, in a crisis, the ENFJ might:

- get everyone organized
- express appreciation for their efforts
- contribute creative ideas, but overlook current realities
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the ENFJ's shadow may appear - a negative form of ISTP. Example characteristics are:

- being very critical and find fault with almost everything
- doing things to excess - e.g.: eating, drinking or exercising
- asking for irrelevant information
- ignoring others' feelings

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENFJ may therefore readily see these faults in others without recognizing it in him/her self.

## **What makes an ENTJ tick?**

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is extraverted. That is, Thinking is used primarily to govern the outer world of actions and spoken words. The ENTJ will therefore:

- organize life in on a logical basis, classifying, ordering, and directing facts and situations
- be decisive, with the aim of being just and fair
- spontaneously criticize
- be comfortable with conflict as a way of resolving problems
- take an impersonal approach, focusing more on systems and organizational needs than each individuals' feelings

The Thinking function is primarily supported by introverted iNtuitive perception. That is, iNtuitive perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Thinking is directed, by:

- focusing the (outer world) Thinking on creative decisions that lead to change and new possibilities
- orchestrating the outward organization in support of some overall purpose or strategy

The classic temperament of an ENTJ is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

## **Contributions to the team of an ENTJ**

In a team environment, the ENTJ can contribute by:

- focusing on the task to be achieved and keeping the team on track
- providing a drive to complete the task on time and to a high quality
- shaping the team structure to best serve the team objectives
- using analytical and critical skills to solve problems
- ensuring short term tasks are in harmony with the strategy
- sorting out confusion and ambiguity
- involving people who are competent in relevant skills, and ensuring everyone knows what they have to do

The potential ways in which an ENTJ can irritate others include:

- issuing directives sometimes without explaining the reasons why

- dominating the team
- not taking account of others' feelings
- driving too hard
- deciding too quickly and without sufficient consultation with others
- not taking sufficient account of current realities
- introducing too much change, and not leaving well-established, workable routines alone.

## **Personal Growth**

As with all types, the ENTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- pausing and thinking, and recognizing that others will accept the ENTJ's direction if their own contributions are accepted and valued
- working within other people's limitations
- taking time to consider the impact of the ENTJ's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others more, to engender ownership of the solution
- learning to acknowledge and develop the ENTJ's own emotions and personal values
- spending time to develop personal relationships for their own sake

## **Recognizing Stress**

As stress increases, 'learned behavior tends to give way to the natural style, so the ENTJ will behave more according to type when under greater stress. For example, in a crisis, the ENTJ might:

- take command, decide what needs to be done, and tell everyone what to do
- maintain a sense of direction, and drive others hard to overcome any short term difficulties
- make decisions too quickly, and without considering the impact on people
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the ENTJ's shadow may appear - a negative form of ISFP. Example characteristics are:

- withdrawing and wanting to be alone
- having intense emotions, that may or may not be expressed
- being very sensitive to criticism
- acting very impulsively, doing things to excess

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENTJ may therefore readily see these faults in others without recognizing it in him/her self.



# The Keirsey Personality Assessment Tool

What is a personality assessment tool? Personality assessment tools help people gain new understanding of their traits, motivations, and behaviors.

## ***What is Temperament***

Temperament is a set of inclinations that each of us is born with; it's a predisposition to certain attitudes and actions. These cannot be changed. However we may have learned how to control some of these feeling/behaviors. Since there are only 4 variations, not 16, the themes are easier for people to grasp.

Today, the Personality Assessment is used by corporations, educators, and individuals for a broad spectrum of purposes including:

- Improving decision making skills through increased self-awareness.
- Facilitating communication to resolve disputes and optimize group dynamics.
- Enhancing business and personal relationships by creating a better understanding of others' temperaments and unspoken needs.

## ***The Four Temperaments***

### ***SP - Artisans***

*Value freedom and spontaneity. They want to be without constraint, at liberty to act on their impulses, play, and create.*

### ***SJ -Guardians***

Value belonging to a group or community. They maintain stability through responsible, conservative, traditional behavior.

### ***NF - Idealists***

Value personal growth, authenticity, and integrity. They yearn to develop themselves fully as individuals and to facilitate growth in others.

### ***NT - Rationals***

Value competence and intelligence. They strive to learn, know, predict, and control the resources in their environment.

## ***The Personality Types***

Performer (ESFP)	Supervisor (ESTJ)	Field Marshal (ENTJ)	Teacher (ENFJ)
Composer (ISFP)	Inspector (ISTJ)	Mastermind (INTJ)	Counselor (INFJ)
Promoter (ESTP)	Provider (ESFJ)	Inventor (ENTP)	Champion (ENFP)
Crafter (ISTP)	Protector (ISFJ)	Architect (INTP)	Healer (INFP)

## ***What the Letters Mean***

The letter names of the sixteen types ("ENFJ," for example) are based on four pairs of letters - E-I, S-N, T-F, and J-P -- that represent the four Jung-Myers dimensions of personality. Each pair of letters forms a spectrum, and thus no single letter should be taken as naming a type of person (there are no "Extraverts" or "Thinkers," etc., as such). A personality is a complex unity of traits, and these letters merely suggest stronger or weaker tendencies in a person's overall makeup. The pairs of letters stand for the following concepts:

**E = Extroversion**

**S = Sensation**

**T = Thinking**

**J = Judgment**

**I = Introversion**

**N = Intuition**

**F = Feeling**

**P = Perception**