

MBTI – Myers Briggs Type Indicator

“Sensation/sense perception tells you that something exists; thinking tells you what it is; feeling tells you whether it is agreeable or not; and intuition tells you whence it comes and where it is going.”

Carl Jung, from Man and His Symbols, p. 61

Jung’s model of personality: The foundation for the MBTI. Psychologist Carl Jung developed a typology in his early years that theorized human had clear preferences for using two basic cognitive functions – perceiving and judging – and each function had two styles. Perception could be done in a sensing OR intuitive style; judging could be done in a thinking or feeling style. Jung then asserted that those functions were energized primarily internally (introverted) or externally (extraverted). Jung’s work was with individuals and consultations. Two American women, a mother-daughter team, made two major innovations to his theory. First they developed a forced-choice questionnaire that allowed people to use Jung’s theories without going through psychoanalysis.

Second, they added another dimension – whether perceiving or judging functions were the cognitive functions a person showed the outer world. Their instrument is named after them – the Myers Briggs Type Indicator (MBTI). While there is a lot of research using the MBTI, much of its power comes from its face validity. Face validity means that people believe the instrument gives them accurate information about their personality. Before describing the MBTI more, let’s back up and think about the use of personality assessments for coaching.

Personality assessments for career coaching. Although most career coaches prioritize interests, skills, and values for helping you determine career direction, after years of research and practice I agree with Paul Tieger and Barbara Barron, authors of Do What You Are, that the more aspects of your personality you incorporate into your career, the greater your career satisfaction and success. Interests, Skills, and Values all change with age and life experience. By basing your career on deeper aspects of self (personality and purpose) you need not change careers as your interests, skills and values change. Your personality is your life blueprint, you are born with it, and it provides a great map that can be used in building the structure of your life, including your career. Behaviors change with situation, the blueprint doesn’t.

Personality is a set of distinctive individual characteristics, including motives, emotions, values, interests, attitudes and competencies. Personality is the result of personal traits interacting with the environment. We map and measure personality through the use of self-report personality inventories, projective tests, and observation from simulations, role plays and interviews. Our intention through these systems is to be able to identify and articulate individual traits and attributes.

Self-Report Inventories. Self-report inventories require you to answer a series of questions about your behavior. Your responses are then organized in a way that provides insight into some aspect of your personality. Generally these inventories are for psychologically healthy people who seek to learn more about themselves and others. There are many personality inventories available. Widely used ones include the Myers Briggs Type Indicator (MBTI), The Birkman Method, and the DiSC Personal Profile System. I will discuss the MBTI as the basic personality template here. I discuss the Birkman Method here. (insert link to Birkman Method page)

Self-report inventories have the advantage of being readily available, easily interpreted, standardized, and fun to use. Their very subjectivity is appealing to many. They have the disadvantages associated with any self-report instruments – questionable validity-objectivity, a positive self-report bias and/or confusing results if the person has ambivalence in their personality.

MBTI is one of, if not *the*, most widely used personality assessment in the world because of the way it speaks to so many people and its emphasis on what's right with you. There is a lot of career-relevant information based on the MBTI, in part because it's been so widely used for years on college campuses for career guidance.

MBTI v. Birkman. The Birkman Method is psychometrically stronger than MBTI, but the Birkman assessment can be more difficult to interpret and use, especially without the guidance of a coach. Versions of the MBTI have been used with children as young as 8, and therefore the MBTI includes an extremely wide population in its database. The Birkman Method is a managerial data base, most useful with people who have worked at least a couple of years.

MBTI and Temperaments. Two other behavioral psychologists liked the MBTI but wanted to add more behavioral-objective research to its validity. These psychologists, Keirsey and Bates, found that they could not find statistically significant results regarding behaviors for all 16 types that come from the MBTI, but they could support four combinations of styles which they call "Temperaments". Thus this personality tool has these major contributors – Carl Jung, Isabel Briggs Myers and her mother Katherine Briggs, plus David Keirsey and Marilyn Bates.

The MBTI Typology. Jungian types are based on 4 preferences which answer the following questions...

1. Where is your primary source of energy? (Extraversion-Introversion)
2. How do you prefer to take in information? (Sensing-Intuition)
3. How do you prefer to make judgments-decisions? (Thinking-Feeling)
4. How do you prefer to organize your life? (Judging-Perceiving)

Sensing, Intuition, Thinking and Feeling are the four cognitive function styles in Jungian type. Unlike many other psychological-personality assessment tools, the Jungian-Myers Briggs-Keirsey Bates indicators do not search for psychological problems. It is arguably the most widely used personality system in the world today,

in part because it describes valuable data-gathering and decision-making preferences for normal, healthy people.

The 8-Word Language and Alphabet Soup. When you encounter people who have used the MBTI they will frequently use various letters to refer to personality styles. You'll hear "I'm an INTJ", or "She's an ESFP", etc. What are they talking about?!?

S-N:

THE PERCEIVING FUNCTIONS:

SENSING AND INTUITION

The irrational functions. How you prefer to take in information, find out about things, and the data you are most likely to notice. What you pay attention to...

When you take in facts or details, you are using your Sensing, denoted by the letter S. When you pay attention to patterns or overviews, you are using your iNtuition, denoted by the letter N (N is used to avoid confusion with Introversion). If you prefer facts and details to patterns, MBTI says you have a Sensing preference - you prefer information taken in primarily by way of your 5 senses. If you pay more attention to patterns, MBTI would say you have a preference for iNtuition - information perceived primarily through the "sixth" sense. The Sensing preference is found most frequently in cultures where we have MBTI type data around the world.

T-F:

THE JUDGING FUNCTIONS:

THINKING AND FEELING

The rational functions. How you prefer to make decisions. The process you use to make decisions...

If you prefer to make decisions from an objective distance, impersonally considering causes and events, in MBTI you have a preference for Thinking, denoted by the letter T. If you prefer to make decisions up close and personal - to make values-based decisions considering the impact of those decisions on yourself and others, in MBTI you have a Feeling preference, denoted by the letter F. In the US there is a gender difference on T & F preferences. with approximately 2/3 of women having an F preference and 2/3 of men having a T preference. Among managers in business, however, a very high percentage of both women and men have a T preference. Based on data collected so far, men within any given national culture report a T preference with 10-25% greater frequency than women do in the same culture, but very few cultures have as great a difference in this preference as we see in the US. One way to test your personality preference on this dimension is to think about what you do first. T's are known to do problems or tasks first and people second; F's are inclined to deal with people issues first.

E-I:
THE DIRECTION OF ENERGY FLOW:
EXTRAVERSION / INTROVERSION

The attitude that colors the functions. How you are energized and where you prefer to focus your attention...

If you gain energy from the outer world of activity or words, you would have an MBTI personality preference for Extraversion, denoted by the letter E. If you gain energy from your inner world of contemplation, or thoughts, your preference would be called Introversion, denoted by the letter I. Extra- is a prefix meaning "without" and intro- is a prefix meaning "within". Many extraverts say they find social interactions with lots of people energizing. Introverts frequently report feeling drained in such situations. It is important to remember that introversion is not shyness or timidity. Most introverts are selectively sociable. Introverts tend to prefer one-on-one interactions and need time and to trust you before opening up.

While we find cultural differences in the preferences for introversion and extraversion, globally this scale is about 50/50. However, the dominant preference in the US is extraversion. So extraverts, if you are interacting with an introvert, ask your question and wait a few 7 seconds before jumping in again. This gives Introverts time to think and give their best answer. Introverts, remember that the conversation in your heads needs to be spoken aloud, maybe repeated, for Extraverts to know what you are thinking.

J-P:
THE FUNCTION USED IN THE OUTER WORLD:
JUDGING OR PERCEIVING

The function you show/use first with the outer world. Life style you adopt ...

If you organize your life in a structured way, making decisions and knowing where you stand, then you likely have a Judgment preference, denoted by the letter J. If you like to keep things flexible, discovering life as you go along - then your preference may be for Perception, denoted by the letter P. The real reason for these terms refers to which of your cognitive preferences you use in the outer world. Do you show your perceiving data gathering function (S or N) by wanting more information and considering lots of options (P at the end)? Or do you show your decision-making function (T or F) by coming to closure and organizing people, events and ideas fairly quickly (J at the end)?

J's are known to believe deadlines and occasionally get upset with P's for their different attitude to deadlines. Both actually can work to deadlines but for P's the path to the deadline may include some diversions, and, it's the REAL rather than the convenient deadline that matters to P's. If P's produce to real deadlines, leave them alone. If not discuss and agree on some form of organization, but it may not necessarily be the J's

form. If a P misses a deadline, give them firm feedback and let them live with the consequences.

Personality Worksheet: What's Your Type

Circle the four letters you believe to be your personality type: E or I, S or N, T or F, J or P. You are capable of using all the styles, but this exercise is about which of the two you prefer if you tap into your inner knowing and do what comes most naturally for you. If you have already taken the MBTI, just circle the four descriptions associated with your four-letter type code.

E Extraversion

People who prefer Extraversion tend to focus on the outer world of people and things.

I Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

S Sensing

People who prefer Sensing tend to focus on the present and on concrete information gained from their senses.

N iNtuition

People who prefer Intuition tend to focus on the future, with a view toward patterns and possibilities.

T Thinking

People who prefer Thinking tend to base their decisions on logic and on objective analysis of cause and effect.

F Feeling

People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered concerns.

J Judging

People who prefer Judging tend to like a planned and organized approach to life and prefer to have things settled.

P Perceiving

People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

Write your four-letter type code here:

____ ____ ____ ____
E or I S or N T or F J or P

TIP!

Get your MBTI Step II Report. Your Step II report provides information about practical applications of the MBTI, especially for communication, decision-making, change management, and conflict management. The exercise in this workbook is a shortened, simplified, non-validated version of the MBTI. If you do not have the resources or access to a certified MBTI administrator, there are also a number of fee adaptations of the MBTI available online.

Personality Type Work and Communication Styles

The chart below provides some information about how you might prefer to work given your personality type. In the chart below your possible work style is in normal font, and your *communication preferences* are italicized.

Extraversion	Introversion
<p>Like variety, action Impatient with long, slow jobs Intrinsic value of work important Act quickly Phone calls welcome diversion Develop ideas through discussion Like having people around</p> <p><i>Respond quickly, talk over others High energy, high animation Seek and use opportunities to speak in groups Prefer face-to-face over written communication In meetings, like to talk things over out loud before reaching a conclusion</i></p>	<p>Like quiet for concentration Prefer to work on one project for a long time without interruptions Are interested in the ideas behind/under their work Think before they act, sometime don't act Like working alone</p> <p><i>Like to think before responding Focus on internal ideas and thoughts Need space to share ideas out loud Seek and prefer to talk one-on-one Prefer written over face-to-face communications In meetings may verbalize well thought out conclusions or summarize key ideas</i></p>
Sensing	Intuition
<p>Use (past) experience to solve problems Enjoy applying what they learn – practical learners and problem solvers Seldom make / dislike factual errors Details, then big picture Fine tune – innovate from what is Step-by-step procedures Temperamentally conservators</p> <p><i>Like facts, details, evidence, data first. Want practical realistic applications shown Rely on direct experience anecdotes Use step-by-step approach in presentations Clear, straightforward, feasible suggestion Refer to specific examples Inclined to follow meeting agenda</i></p>	<p>Enjoy new, complex problems, new skills Enjoy learning new skills more than using the new skill – learning is an end itself May follow inspirations, hunches Vision more important than fact Multiple truths / perspectives valued Like overview then details Prefer change (sometimes radical) to continuation of what is – temperamentally change agents Usually proceed in bursts of energy</p> <p><i>Like global schemes, with broad issues addressed and presented first Want possible future challenges discussed (what if analysis) to provoke discussion Like novel, unusual ideas and approaches Use meeting agenda as starting point for discussion in meetings</i></p>

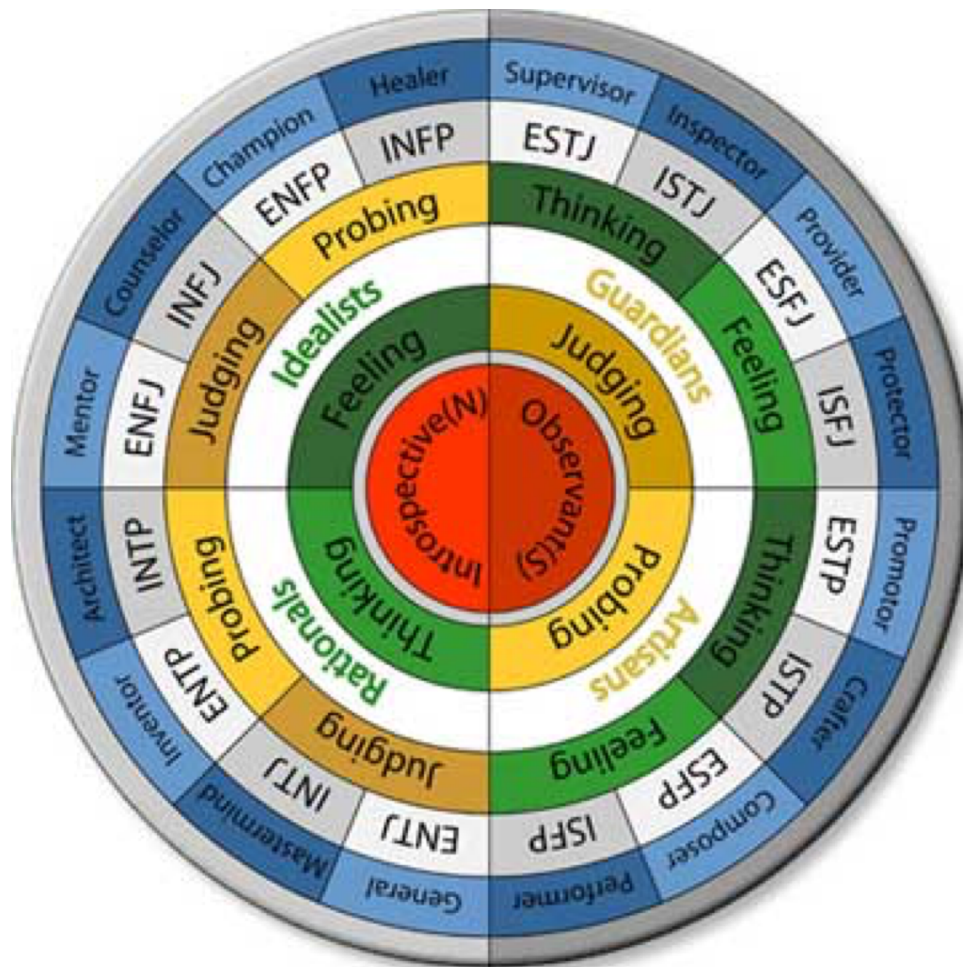
Thinking	Feeling
<p>Logical analysis to reach conclusions Can work-play without harmony – pick who’s best for the team / need not like em Impersonal decisions / principled Task first -> reward when done Job well done is its own reward</p> <p><i>Concise, brief, to-the-bottom-line style Lists of pros and cons listed, bullets Critique appreciated, objectivity preferred Present goals and objectives first Emotions or feelings are data to weigh Task focus in meetings</i></p>	<p>Use values for decision-making Work best in harmonious environment – with people they like Enjoy pleasing people May avoid telling people unpleasant things Look at the underlying values in situations Feel rewarded when human needs met</p> <p><i>Prefer sociable, friendly interactions (use courtesy rituals, chat, connect) Want to know ‘why’ an option is valuable and how it affects people who have a stake Convinced by personal information, delivered enthusiastically Present points of agreement first Consider logic and objectivity as data to link to values Seek to involve people in meetings Appreciate people in the meeting and give credit to those who have helped</i></p>
Judging	Perceiving
<p>Plan then follow that plan Like to complete tasks Focus Tend to be satisfied once they’ve reached a decision on a thing, person, situation, task Seek and use structure, goals, schedules, plans Use lists to prompt action on specific tasks</p> <p><i>Want to discuss schedules and timetables and have tight deadlines Dislike surprises, give advance warning of changes Expect others to follow through, accountability is important State positions and decisions clearly Communicate results and achievements Talk of purpose and direction Communicate alternatives Stay focused on task in meetings</i></p>	<p>Multi-taskers Improvisers, like flexibility in work, adapt Like to leave things open for last minute changes Tend to be curious and welcome new info about people, things, situations Feel restricted without change</p> <p><i>Willing to discuss timelines and schedules but are uncomfortable if they are too tight, too rigid Enjoy surprises and like adapting to last-minute changes and incorporating new information Expect others to adapt to situational requirements Communicate options and opportunities Present views as tentative and modifiable Talk of autonomy and flexibility Process orientation in meetings</i></p>

PERSONALITY TYPE AND CAREERS

The following list are a sampling of careers and jobs that either attract people with that personality type, or use the preferences of that type. Any personality type can do any job. This list is not a list of the "only jobs you can do", but simply a guide to which career utilizes the natural talents of each type. If your chosen career is not listed under a particular type

- it does not mean you cannot do that kind of work.
- it does not mean that you would not enjoy that kind of work.
- it does not mean that you cannot make a contribution doing that kind of work.

The careers listed are just to help you to consider how your ways of using energy, gathering data, and making decisions might influence your productivity, learning and satisfaction with a career choice. What is more important, is to discuss your career goals and reasoning with your career counselor, HR professional, manager, or coach. At the end of each career list you will see a reason why people with that personality type are attracted to the careers listed for that personality.



ESTJ - Military, business administrators, managers, police, detective work, judges, financial officers, teachers, sales representatives, government workers, insurance agents, underwriters, nursing administrators, trade and technical teachers.

* ESTJ - The Guardians. ESTJs have a lot of flexibility in the types of careers that they choose. They are good at a lot of different things, because they put forth a tremendous amount of effort towards doing things the right way. They will be happiest in leadership positions, however, because they have a natural drive to be in charge. They make their most substantial contributions by creating order and structure from apparent chaos. Natural leaders, they work best when they are in charge and enforcing the rules.

ISTJ - Business executives, administrators and managers, accountants, police, detectives, judges, lawyers, medical doctors, dentists, computer programmers, systems analysts, computer specialists, auditors, electricians, math teachers, mechanical engineers, steelworkers, technicians, militia members.

* ISTJ - The Duty Fulfillers

Similar to the ESTJ, they have a knack for detail and memorization, but may prefer to work more behind the scenes instead of up front as a leader. ISTJs have one character trait that is definite advantage in terms of career success - Perseverance. An ISTJ can do almost anything that they have decided to do. However, there are areas in which they will function more happily and naturally. An ISTJ can make great contributions using their excellent organizational skills and their powers of concentration to create order and structure.

ESFJ - Home economics, nursing, teaching, administrators, child care, family practice physician, clergy, office managers, counselors, social workers, bookkeeping, accounting, secretaries, organization leaders, dental assistants, homemakers, radiological technologists, receptionists, religious educators, speech pathologists.

* ESFJ - The Caregivers. The ESFJ has two primary traits that will help define their best career contributions: 1) they are extremely organized and enjoy creating order, and 2) much of their self-satisfaction is gotten through giving and helping others. Accordingly, they tend to contribute in tangible way by creating or maintaining order and structure that's serves others. They do best in jobs where they can apply their natural warmth at building relationships with other people.

ISFJ - Interior decorators, designers, nurses, administrators, managers, secretaries, child care, early childhood development, social work, counselors, paralegals, clergy, office managers, shopkeepers, bookkeepers, homemakers, gardeners, clerical supervisors, curators, family practice physicians, health service workers, librarians, medical technologists, typists.

* ISFJ - The Nurturers. ISFJs have two basic traits that help their careers: 1) they are extremely interested and in-tune with how other people are feeling, and 2) they enjoy creating structure and order, and are extremely good at it. Ideally, the ISFJ will use their exceptional people-observation skills to determine what people want or need, and then use their excellent organizational abilities to create a structured plan or environment for achieving what people want. Their excellent sense of space and

function combined with their awareness of aesthetic quality also gives them quite special abilities in the more practical artistic endeavors. Tradition-oriented and down-to-earth, they do best in jobs where they can help people achieve their goals, or where structure is needed.

ESTP - Sales representatives, marketers, police, detectives, paramedics, medical technicians, computer technicians, computer technical support, entrepreneurs, comedians, agents, race car drivers, firefighters, military, auditors, carpenters, craft workers, farmers, laborers, service workers, transportation operatives.

* ESTP - The Doers. ESTPs have some advantageous traits that are unique to their personality type. Their observation skills make them extremely good at correctly analyzing and assessing other peoples' motives or perspectives. Their people skills allow them to use this knowledge to their advantage while interacting with people. For this reason, ESTPs are excellent salespeople. They also have a special ability to react quickly and effectively to an immediate need, such as in an emergency or crisis situation. This is a valuable skill in many different professions, perhaps most notably in action-oriented professions, such as police work. ESTPs enjoy new experiences and dealing with people, and dislike being confined in structured or regimented environments. They also want to see an immediate result for their actions, and don't like dealing with a lot of high-level theory where that won't be the case. For these reasons, their contributions are most notable when they have regular interactions with people, clear action-oriented goals, and limited analysis-paralysis with routine-detailed tasks. They have a gift for reacting to and solving immediate problems, and persuading other people.

ISTP - Police, detectives, forensic pathologists, computer programmers, system analysts, computer specialists, engineers, carpenters, mechanics, pilots, drivers, athletes, entrepreneurs, firefighters, paramedics, construction workers, dental hygienists, electrical engineers, farmers, military, probation officers, steelworkers, and transportation operatives.

* ISTP - The Mechanics. The ISTP has the ability to be good at many different kinds of tasks. Their introverted and thinking preferences give them the ability to concentrate and work through problems. However, the ISTP works best where they have a great deal of autonomy, working for themselves, or working in very flexible environments. Their natural interests lie towards applying their excellent reasoning skills against known facts and data to discover underlying structure, or solutions to practical questions. With the ability to stay calm under pressure, they excel in any job which requires immediate action.

ESFP - Actors, painters, comedians, entertainers, sales representatives, teachers, counselors, social workers, child care, fashion designers, interior decorators, consultants, photographers, musicians, human resources managers, clerical supervisors, coaches, factory supervisors, food service workers, receptionists, recreation workers, religious educators, respiratory therapists.

* ESFP - The Performers. ESFPs are good at many things, but will not be happy unless they have a lot of contact with people, and a lot of new experiences. They

contribute most through using their great people skills and practical perspective in environments with enough new challenges that they will not become bored. Optimistic and fun-loving, their enthusiasm is great for motivating others.

ISFP - Artists, musicians, composers, designers, child care workers, social workers, counselors, teachers, veterinarians, forest rangers, naturalists, bookkeepers, carpenters, clerical supervisors, secretaries, dental and medical staffers, waiters and waitresses, chefs, nurses, mechanics, physical therapists, x-ray technicians.

* ISFP - The Artists. The ISFP is a very special individual who needs to believe their work is more than a job. The middle of the road is not likely to be a place where they will be fulfilled and happy. They need to do work that is consistent with their strong core of inner values. Since they prefer to live in the current moment, and take the time to savor it, they do not do well with some of the more fast-paced corporate environments. They need a great deal of space and freedom that gives free reign to their natural abilities, where they may find a wonderful artist within themselves. Many of the world's major artists have been ISFP. And since the ISFP is so acutely aware of people's feelings and reactions, and if driven by their inner values to help people, the ISFP may find themselves making difference by coaching, counseling, mentoring and teaching. They tend to do well in the arts, as well as helping others and working with people.

ENFJ - Teachers, consultants, psychiatrists, social workers, counselors, clergy, sales representatives, human resources, managers, events coordinators, politicians, diplomats, writers, actors, designers, homemakers, musicians, religious workers.

* ENFJ - The Givers. ENFJs are genuinely and warmly interested in people. They value harmony and structure, dislike impersonal logic and analysis, are creative and imaginative, enjoy variety and new challenges, get personal satisfaction from helping others, are extremely sensitive to criticism and discord, and need approval from others to feel good about themselves. The range of these characteristics leave the ENFJ a lot of leeway in choosing a profession and making a contribution. As long as they're in a supportive environment in which they can work with people and are presented with sufficient diverse challenges to stimulate their creativity, they do very well. They have a gift of encouraging others actualize themselves, and provide excellent leadership.

INFJ - Counselors, clergy, missionaries, teachers, medical doctors, dentists, chiropractors, psychologists, psychiatrists, writers, musicians, artists, psychics, photographers, child care workers, education consultants, librarians, marketers, scientists, social workers.

* INFJ - The Protectors. The INFJ is a special individual who needs meaning in their work job. They need to feel as if everything they do in their lives is in sync with their strong value systems - with what they believe to be right. Accordingly, the INFJ should choose work where they contribute in a way that is consistent with their deeply-held principles, and which supports them in their life quest to be doing something meaningful. INFJs must know and live according to their values. Since INFJs have such strong value systems, and persistent intuitive visions that lend them

a sense of "knowing", they do best in positions in which they are leaders, rather than followers. Although they can happily follow individuals who are leading in a direction that the INFJ fully supports, they will very unhappy following in any other situation. Blessed with an idealistic vision, they do best when they seek to make that vision a reality.

ENFP - Actors, journalists, writers, musicians, painters, consultants, psychologists, psychiatrists, entrepreneurs, teachers, counselors, politicians, diplomats, television reporters, marketers, scientists, sales representatives, artists, clergy, public relations, social scientists, social workers.

* ENFP - The Inspirers – ENFPs are project-oriented. They dislike performing routine tasks, Need approval and appreciation from others, Well-developed communication skills, are natural leaders, but do not like to control people and Resist being controlled by others, and can work logically and rationally - using their intuition to understand the goal and work backwards towards it. ENFPs tend to be good at quite a lot of different things. An ENFP can generally achieve a good degree of success at anything that has interested them. However, ENFPs get bored rather easily and may not naturally follow things through to completion. Accordingly, they generally avoid jobs that require performing a lot of detailed, routine-oriented tasks. They will do best in professions that allow them to creatively generate new ideas and deal closely with people. They are rarely happy in positions that are confining and regimented. Very creative and fun-loving, they excel at careers which allow them to express their ideas and spontaneity.

INFP - Writers, artists, counselors, social workers, English teachers, fine arts teachers, child care workers, clergy, missionaries, psychologists, psychiatrists, scientists, political activists, editors, education consultants, journalists, religious educators, social scientists.

* INFP - The Idealists. The INFP is a special, sensitive individual who also needs to find meaning in their work. The INFP needs to feel that everything they do in their lives is in accordance with their strongly-felt value systems, and is moving them and others in a positive, growth-oriented direction. They tend to be flexible and laid back, unless one of their core values is violated. They are driven to do something purposeful with their lives. The INFP is happiest when they can live their daily lives in accordance with their values, and work towards the greater good of humanity. It is worth mentioning that many of the truly great writers in the world have been INFPs. Driven by a strong sense of personal values, they are also highly creative and can offer support from behind the scenes.

ENTJ - Business executives, CEOs, organization founders, business administrators, managers, entrepreneurs, judges, lawyers, computer consultants, university professors, politicians, credit investigators, labor relations worker, marketing department manager, mortgage banker, systems analysts, scientists.

* ENTJ - The Executives. ENTJs are especially well-suited to be leaders and organization builders. They have the ability to clearly identify problems and innovative solutions for the short and long-term well-being of an organization.

Having a strong desire to lead, they're not likely to be happy as followers. ENTJs like to be in charge, and need to be in charge to take advantage of their special capabilities. They are born to lead and can steer the organization towards their vision, using their excellent organizing and understanding of what needs to get done.

INTJ - Scientists, engineers, professors, teachers, medical doctors, dentists, corporate strategists, organization founders, business administrators, managers, military, lawyers, judges, computer programmers, system analysts, computer specialists, psychologists, photographers, research department managers, researchers, university instructors, chess players.

* INTJ - The Scientists. More so than any other personality type, INTJs are brilliant when it comes to grasping complex theories and applying them to problems to come up with long-term strategies. This type of "strategizing" is the central focus and drive of the INTJ. Accordingly, the INTJ is happiest and most effective in environments that allow this type of processing, and where they are given a lot of autonomy over their daily lives. They have a particular inclination for grasping difficult, complex concepts and building strategies.

ENTP - Entrepreneurs, lawyers, psychologists, photographers, consultants, sales representatives, actors, engineers, scientists, inventors, marketers, computer programmers, comedians, computer analysts, credit investigators, journalists, psychiatrists, public relations, designers, writers, artists, musicians, politicians.

* ENTP - The Visionaries. ENTPs are fortunate in that they have a wide range of capabilities. They are generally good at anything that has captured their interest. ENTPs are likely to be successful in many different careers. Since they have a lot of options open to them, ENTPs will do well to choose professions that allow them a lot of personal freedom where they can use their creativity to generate new ideas and solve problems. They will not be completely happy in positions which are regimented or confining. Very freedom-oriented, they need a career which allows them to act independent and express their creativity and insight.

INTP - Physicists, chemists, biologists, photographers, strategic planners, mathematicians, university professors, computer programmers, computer animators, technical writers, engineers, lawyers, forensic researchers, writers, artists, psychologists, social scientists, systems analysts, researchers, surveyors.

* INTP - The Thinkers. INTPs have a special gift with generating and analyzing theories and possibilities to prove or disprove them. They have a great deal of insight and are creative thinkers, which allows them to quickly grasp complex abstract thoughts. They also have exceptional logical and rational reasoning skills, which allows them to thoroughly analyze theories to discover the Truth about them. They have their own very high standards and value knowledge and competence above all else. INTPs will be happiest with a great deal of autonomy in which they can work primarily alone on developing and analyzing complex theories and abstractions, with the goal of their work being the discovery of a truth, rather than the discovery of a practical application. Highly analytical, they can discover

connections between two seemingly unrelated things, and work best when allowed to use their imagination and critical thinking.

Remember! If your chosen career is not listed under that type it does NOT mean that you cannot do that kind of work, it does NOT mean you would not enjoy that kind of work, and it does NOT mean you cannot make a contribution doing that kind of work. Pay more attention to *why* the career might appeal to those personalities, than to the jobs themselves. For a far more in-depth discussion of why a career might work for your personality type, I highly recommend the book [Do What You Are](#) by Paul Tieger and Barbara Baron.

The MBTI has been used for research in more than 30 countries and has over 21 translations and cultural adaptations. We find all the types in all these countries around the world. And the research shows that people in similar occupations, no matter where they live in the world, will often have personality types similar to people in other countries in the same occupation.

MBTI Subscales

One of the most common complaints about the 16-type MBTI is that people feel there are not enough factors to capture their unique personality. The MBTI Step II addresses that concern with the addition of subscales. The Step II Reports breaks down the 4 dichotomous MBTI scales into 20 subscales. As a result there are not just 16 different personality types, but over a million permutations of preferences. These subscales begin to capture our multifaceted personalities. They are...

EXTRAVERSION (E) initiating expressive gregarious active enthusiastic	INTROVERSION (I) receiving contained intimate reflective quiet	SENSING (S) concrete realistic practical experiential traditional	INTUITION (N) abstract imaginative conceptual theoretical original
THINKING (T) logical reasonable questioning critical tough	FEELING (F) empathetic compassionate accommodating accepting tender	JUDGING (J) systematic planful early-starting scheduled methodical	PERCEIVING (P) casual open-ended pressure-prompted spontaneous emergent

So, while I am an Introvert (by MBTI and self-validation) I am Out of Preference (OOPS) on 1 facet – Expressive. In the MBTI Step II report then my personality type says I am *expressive introvert*. This refinement of personality type is particularly helpful as you start to target specific jobs. Understanding that I am an expressive introvert, for instance, explains why I enjoy doing presentations and teaching, but also why I need time alone to recharge after I have just done a large program. By personality, I have a preference for both introversion and expression. In my case, aside from expressive, which is on the extraverted side of the E-I personality continuum, I tend to see my personality more in line with introverted subscales - receiving, intimate, reflective, and quiet.