

# **Psychological Type Indicator (PTI) Report**

Sample Report  
11/19/2008 11:00:26 AM

**HRD Press, Inc. - Amherst, Massachusetts**

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# Introduction

## The Background to Psychological Type

One of the earliest known theories of human typology is from the Greek philosopher Hippocrates who proposed four fundamental types of sanguine (happy), choleric (irritable), melancholic (sad), and phlegmatic (calm). Many other personality characteristics or behaviors have been further drawn out from these four temperaments, although the premise of the four temperaments has been relatively enduring through the ages. Carl Jung, an early student of Sigmund Freud, was perhaps the greatest proponent of typological personality theory, and classified personality into eight types. Numerous other type theories have been proposed but none has been so successfully applied and scientifically accepted as Jungian type theory.

Type indicator questionnaires (such as the MBTI, JTI, and PTI), based on Jung's psychology, have been designed to measure the attitudes and functions of the individual's personality in order to determine their personality type based on these four dimensions. The four tiers or dimensions of personality are:

Preferences		Process
Extroversion (E)	Introversion (I)	Attitude
Sensing (S)	Intuition (N)	Function
Thinking (T)	Feeling (F)	Function
Judging (J)	Perceiving (P)	Attitude

Each of the four preferences is symbolized by its first letter (except for iNtuition, which is symbolized by the letter "N" to avoid confusing it with Introversion). The combination of the four preferences gives a possible 16 combinations of personality type, e.g., ESTP, INFJ, ENFP, etc.

The Psychological Type Indicator (PTI) is an assessment of Jungian Type that has been designed to help individuals find the type that most closely matches their preferences.

This report provides summary feedback based on the results of your PTI.

# General Type Preference Descriptors

The following information offers a brief summary of Jung's psychological type theory. Jung suggested that there are four preferences:

- **Either Extroversion (E) or Introversion (I)**  
Our energy orientation toward the world around us (attitude). Extroverts relate more easily to the world of people, things, and events outside of themselves. They tend to be more outgoing, active, and responsive to their environment. Introverts relate more easily to the ideas and concepts in their mind. They are focused on subjective experiences that are viewed individually.
- **Either Sensing (S) or Intuition (N)**  
Two different ways in which we perceive and gather information (function). When you are perceiving with your Sensing process, you are interested in what your five senses show you - what exists in the present. Information perceived is taken as given, and reality of experiences is appreciated. When you are perceiving with your Intuition, you are using your imagination to see new possibilities and insights hidden from the senses. Intuition is an unconscious process that looks to explore and gain new insights.
- **Either Thinking (T) or Feeling (F)**  
Two ways in which we make judgments and decisions (function). When you make judgments with your Thinking, you base your decisions on impersonal analysis and logic. Thinking types focus on facts and are less concerned with feelings, or can ignore emotions. When you make your judgments with your Feeling, you base your decisions on your values. Feeling types operate best when they can develop relationships and share feelings. They act according to values such as seeking harmony, satisfaction, and emotional well-being.
- **Either Judging (J) or Perceiving (P)**  
Two ways of living in the world around us (attitude). When you are living by your Judgment, you like to have things decided; your life is likely to be planned and orderly. Life is more regulated and events prepared. When you are living by your Perception, you do not want to miss anything; your way of life is likely to be spontaneous and flexible. Opportunity for new experience and being able to adapt to changing circumstances are sources of stimulation to the Perceiving type.

# Key Descriptors for Each Preference

A description of each preference and typical behaviors of each type are given below.

## The Attitudes

Introversion	Extroversion
<ul style="list-style-type: none"> <li>• Prefer reflection</li> <li>• Prefer to write more than talk</li> <li>• Enjoy social contact, but need to recover from it</li> <li>• Want to understand something before trying it</li> <li>• Persistent</li> <li>• Like a quiet space to work in</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer action</li> <li>• Talk readily</li> <li>• Want to experience things in order to understand</li> <li>• Gain energy from others</li> <li>• Like variety</li> <li>• Work by trial and error</li> </ul>

Judging	Perceiving
<ul style="list-style-type: none"> <li>• Decisive</li> <li>• Industrious and determined</li> <li>• Organized and systematic</li> <li>• Uneasy about unplanned happenings</li> <li>• Take deadlines seriously</li> <li>• Like to have things decided and settled</li> </ul>	<ul style="list-style-type: none"> <li>• Curious</li> <li>• Flexible and tolerant</li> <li>• Leave things open</li> <li>• Pull things together well at the last minute</li> <li>• Expect to find new experiences interesting</li> <li>• Sample many more experiences than can be digested or used</li> </ul>

## The Functions

Sensing	Intuition
<ul style="list-style-type: none"> <li>• Like facts</li> <li>• Realistic and practical</li> <li>• Observant about what is actually happening</li> <li>• Work steadily and step-by-step</li> <li>• Enjoy owning things and making them work</li> <li>• Patient and good with detail</li> </ul>	<ul style="list-style-type: none"> <li>• See patterns and possibilities</li> <li>• Imaginative, speculative</li> <li>• Like to see the overall picture</li> <li>• Work in bursts of energy with quiet periods in between (need inspiration)</li> <li>• Like variety</li> <li>• Impatient with routine</li> </ul>

Thinking	Feeling
<ul style="list-style-type: none"> <li>• Fair, firm minded, and skeptical</li> <li>• Like to use reason and objectivity</li> <li>• Brief and businesslike</li> <li>• Analytical and logical</li> <li>• Critical</li> <li>• Clear and consistent principles</li> </ul>	<ul style="list-style-type: none"> <li>• Warm, sympathetic, aware of how others feel</li> <li>• Trusting</li> <li>• Enjoy pleasing others</li> <li>• Need harmony</li> <li>• Will often avoid conflict</li> <li>• Clear and consistent values</li> </ul>

# Your Results

**The next page contains a summary chart of the 16 personality types. Your type is shaded green.**

**The following page is a one-page summary of your type.**

An 8-page TypeBook resource for your type follows and covers:

- How to communicate with this type
- Contributions of this type to a team
- Career preferences for this type
- Signs of stress in this type
- Time management for this type
- Conflict resolution with this type
- General hints and tips for this type

# Summary Descriptions of the 16 Personality Types

Your type is shaded green.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

## ISTJ

ISTJs prefer dealing with facts, and making decisions after considering the various options. They organize their life on a logical basis. They are quiet, serious, and well prepared for most eventualities. They are keen observers of life, developing good understanding of situations, which is often not expressed. They have a strong sense of practical objectives and work efficiently to meet them.

## ISFJ

ISFJs prefer dealing with facts and people, and making decisions on the basis of personal values. Their lives are organized on a personal basis, seeking to enjoy relationships with people they like. They are quiet, serious observers of people, and are both conscientious and loyal. They prefer work that involves being of practical service to people. They are often concerned for and perceptive of how other people feel, and dislike confrontation and conflict.

## INFJ

INFJs take their energy from the inner world of thoughts and emotions. They prefer dealing with patterns and possibilities, particularly for people, and they make decisions using personal values. Their lives are organized on a personal basis. They often have a private sense of purpose in life, and work steadily to fulfill that goal. They demonstrate a quiet concern for people, being interested in helping them to develop and grow. They are good at developing insight into people, though it can often remain unexpressed.

## INTJ

INTJs prefer dealing with patterns and possibilities for the future, and making decisions using impersonal analysis. Their lives are organized on a logical basis. They are strategists, identifying long-term goals and organizing life to meet them. They tend to be skeptical and critical, both of self and others, with a keen sense of deficiencies in quality and competence. They often have strong intellects, yet are able to attend to details that are relevant to the strategy.

## **ISTP**

ISTPs prefer dealing with facts and making decisions on a logical basis. Their lives are flexible, demonstrating an interest in acquiring new information that leads to a practical understanding of the way the world works. They are quiet and detached, and adaptable (up to a point). They are often good at solving organizational problems that need to be thought through. They are curious about how and why things work, and can seem impulsive, sometimes producing surprising ideas or doing something unpredictable.

## **ISFP**

ISFPs prefer dealing with facts and people, and making decisions on the basis of personal values. They are adaptable (up to a point), quiet, and friendly. They are interested in people, enjoying their company, preferably on an individual basis or in small numbers. They take a caring and sensitive approach to helping others. They enjoy the present and tend to dislike confrontation and conflict. They usually act as very supportive members of a team.

## **INFP**

INFPs prefer dealing with patterns and possibilities, especially for people, and prefer to make decisions on the basis of personal values. Their lives are flexible, following new insights and possibilities as they arise. They are quiet and adaptable (up to a point - when their values are violated the normally adaptable INFPs can surprise people with their stance). They will seem to be interested in ideas, and they may sometimes make creative contributions. They have a hidden warmth for people, and a desire to see self and others grow and develop. They prefer to undertake work that has a meaningful purpose.

## **INTP**

INTPs prefer dealing with patterns and possibilities, and making decisions on a logical basis. Their lives are flexible, following new insights and possibilities as they arise. They are quiet and detached, and adaptable (up to a point - sometimes they may stop adapting, insisting that there is a clear principle at stake). They are not interested in routine, and will often experiment or change things to see if they can be improved. They operate at their best when solving complex problems that require the application of intellect.

## **ESTP**

ESTPs prefer dealing with facts, which they usually view objectively, and they make decisions on a logical basis. Their lives are flexible, consisting of a series of activities that interest them. They are action-oriented problem solvers, and prefer to work with practical organizational issues. They can be impulsive, and like taking part in trouble-shooting □ type work. They can sometimes neglect follow through, but will work best when there is a lot going on that needs organizing and solving.

## **ESFP**

ESFPs prefer dealing with facts, which they usually take at face value. They also prefer dealing with the present and with people, and probably derive much enjoyment out of friendships. Their lives are flexible, living very much in the present and responding to things as they arise. They are impulsive and friendly, seeking enjoyment out of life, and make new friends easily. They like taking part in solving urgent problems, such as fire fighting or troubleshooting. They operate best in practical situations involving people.

## **ENFP**

ENFPs prefer dealing with patterns and possibilities, particularly for people, and make decisions on the basis of personal values. Their lives are flexible, following new insights and possibilities as they arise. They are creative and insightful, often seeking to try new ideas that can be of benefit to people. They may sometimes neglect details and planning, but they enjoy work that involves experimentation and variety, working toward a general goal.

## **ENTP**

ENTPs prefer dealing with patterns and possibilities, and making decisions on a logical basis. They are adaptable, tending to focus on new ideas and interests as they arise, particularly if they involve increasing their competence or skill. They are often ingenious problem solvers, constantly trying new ideas out, which can make it seem as if they enjoy a good argument. They are interested in instigating change, and operate best in overcoming new difficulties where the solution requires the application of creative effort.

## **ESTJ**

ESTJs prefer dealing with facts and the present, and make decisions using logic. Their lives are organized on a logical basis. They are therefore practical, and likely to implement tried and trusted solutions to practical problems in a businesslike and impersonal manner. They prefer to ensure that the details have been taken care of rather than spend time considering

## **ESFJ**

ESFJs prefer dealing with facts and making decisions on the basis of personal values. They like dealing with people and organize life on a personal basis. They are usually warm people, seeking to maintain harmonious relationships with colleagues and friends who are a very important part of their lives. They can find conflict and criticism difficult to handle. They have a strong sense of duty and loyalty, and are driven by a need to belong and be of service to people.

## **ENFJ**

ENFJs prefer dealing with patterns and possibilities, particularly for people, and make decisions using personal values. Their lives are organized on a personal basis, seeking to develop and maintain stable relationships with those people they like. They are actively concerned with promoting personal growth in others. They are also highly sociable and expressive of feelings toward others, but can find conflict and criticism difficult, particularly if it might damage long-term relationships. They work best in situations involving people.

## **ENTJ**

ENTJs prefer dealing with patterns and possibilities, and making decisions after considering the consequences of the various courses of action. Their lives are organized on a logical basis. They tend to control life, organizing systems and people to meet task-oriented goals. They often take the role of executive or director, using a business-like and impersonal approach. They may appear intolerant of people who do not set high standards for themselves or don't seem to be good at what they do.

# The ENTJ

## Extroverted Thinking aided by Intuition

If one word were used to capture ENTJ's style, it would be *commander*. The basic driving force and need of ENTJs is to lead, and from an early age, they can be observed taking over groups. This type is found in approximately 5% of the total population.

ENTJs have a strong urge to give structure wherever they are—to harness people to achieve particular goals. Their empirical, objective, and extroverted thinking is typically highly developed; if this is the case, they use classification, generalization, summarization, and demonstration of what is required in simple language with ease. They resemble ESTJs in their tendency to establish plans for a task, enterprise, or organization, but an ENTJ's search is more for policy and goals than for regulations and procedures. An ENTJ's introverted thinking (analysis and conservation) may be less well developed than the extroverted thinking processes, and the ENTJ leader might turn to an ENTP or INTP to provide this kind of input.

### What Makes an ENTJ Tick?

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

- 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 extroverted—Thinking is used primarily to govern the outer world of actions and spoken words. The ENTJ will therefore:

- Organize life 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 on each individual's feelings

The Thinking function is primarily supported by the introverted iNtuitive perception—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 Thinking (outer world) 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.

# The ENTJ

Extroverted Thinking aided by Intuition  
(Organizing aided by Foreseeing)  
Linked Team Role: “Conductor”

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SUMMARY DESCRIPTIVE BOOKLET

## What makes an ENTJ tick?



**An ENTJ's talents lie in his or her ability to establish clear plans and to coordinate and sequence events in order to achieve goals.**

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## 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 toward 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

## How to Communicate with ENTJs

To communicate most effectively with ENTJs, consider the following as the most useful influencing strategies:

- Get to the point; don't beat around the bush and waste their time; be conscientious about meeting deadlines and delivering on your promises.
- Do your homework! Be prepared to defend your position; expect them to challenge you and to play the devil's advocate.
- Prepare yourself to be assertive; don't worry about hurting their feelings, and don't let them intimidate you, which they might unintentionally do.
- Keep in mind how your proposal or idea fits into the big picture and their own and/or their organization's long-range plans and objectives.
- Don't be afraid to offer bold and innovative approaches, as long as they are well thought out and logical.
- Sell yourself as someone who is competent on your own but also capable of being a team player. Communicate self-sufficiency and the ability to need little direct assistance.
- Tell them immediately if they hurt your feelings or offend you. But be sure to tell them precisely what they did that bothered you, and do it honestly and calmly.

## 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 at 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 that 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



**ENTJs have a strong urge to give structure wherever they are—to harness people to achieve particular goals.**

## Career Preferences

Although ENTJs are tolerant of established procedures, they can abandon any procedure if it can be shown to be indifferent to the goal it seemingly serves. Inefficiency is especially rejected by ENTJs, and repetition of error causes them to become impatient. For the ENTJ, there must always be a reason for doing anything, and people's feelings usually are not sufficient reason alone.

When in charge of a team or an organization, ENTJs more than any other type desire (and generally have the ability) to visualize where the team or organization is going and seem able to communicate that vision to others. They are the natural organization builders, and they cannot *not* lead. As administrators, ENTJs typically look to organize their units into a smooth functioning system, planning in advance and keeping both short-term and long-range objectives in mind. They prefer decisions to be based on impersonal data, want to work from well thought out plans, and like to use engineered operations—and they prefer that others follow suit. ENTJs will support the policy of the organization and will usually expect others to do so.

ENTJs will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of work. They will be able to reduce inefficiency, ineffectiveness, and aimless confusion.

## 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 might 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
- 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 might therefore readily see these faults in others without recognizing them in him- or herself.

## Extroverts (E's)



### General Hints

- Appreciate yourself as a person of action who can get along with people and get things done.
- If dealing with Introverts (I's), don't expect them to volunteer information; instead gently ask them. Don't forget to use questions and allow them time to answer or put off answering until a later time.
- I's generally have a greater need for privacy and quiet than you do.
- Catch yourself from demanding that others make an instant decision.
- Allow the I quiet time to recharge their batteries.
- Allow yourself quiet time to introvert. Everyone needs to balance their own preference with its opposite. This leads to becoming a more integrated person.

- Let the I know that you (and all E's) generally think out loud. Alert others that your first words after being asked a question might not be your final answer, but just represent your beginning steps in answering.
- When asked a question, practice thinking first, then answering.
- Your preference to think out loud makes brainstorming with others a particularly good strategy. Also useful is learning to dictate your thoughts into a tape recorder.
- Like all E's, you enjoy and prefer responses from others and from the environment. Don't be afraid to ask for them.

### Time Management

- Try to avoid your preference for sharing your thoughts with others to consume your time. Consider scheduling interactions and limiting their duration. Understand your proneness to becoming distracted by the outside world of people, situations, and things.
- E's sometimes procrastinate, spending time alone, quiet, and reflecting. Most realize their importance, but tend to put it off until tomorrow.

### Conflict

- E's typically talk louder and faster, and want to "just say one more thing that will clear up the whole issue." They want to talk out problems now, and if they can't, they might get anxious or frustrated.
- Remember to stop, look, and listen. Don't talk all the time. Listen to the other person's point of view. This might be difficult for you, but usually is what is needed most.
- Remember that I's often experience E's as overwhelming, intrusive steamrollers. Take it easy.
- Be careful with another person's value system, especially an I's. People do not like to change their values since it takes a long time to formulate them. Be tactful.

### Careers

- Consider choosing a career that takes advantage of your action orientation and wide scope of interests, and lets you focus on the outer world of people and things.



## General Hints

- Appreciate yourself for your creativity, rapid insights, and ability to see future possibilities.
- When dealing with a Sensor (S), work out the details. Be clear about the facts, and have a clear plan of action. Try to present your ideas in finished form rather than a rough idea or a sketch.
- When presenting ideas to an S, try not to jump around. Follow an orderly step-by-step written outline.
- Don't give out too many possibilities. This can overwhelm the non-N. Though you might have 100 incredible ideas, settle on the best one or two. Giving more typically confuses rather than helps the S.
- Define your terms carefully, especially when dealing with an S.
- Finish your sentences when talking to S's. And remember not to finish theirs for them.

## Intuitives (N's)

- Realize your tendency to jump around. Consider telling others when you change subjects. If you change the person you are talking about, don't forget to mention it.
- Remember to make your solutions workable in the real world.
- When you can't find something, it's probably where you already looked three times, but you just didn't see it. Look there again, or get an S to look for you.
- Take some time to smell a flower, watch the clouds, study the details, and "listen" to what your senses tell you. Mentally measure what can be measured and count what can be counted.
- Today is part of that long-awaited future. Watch out that you don't miss it.
- If all else fails, read the directions.
- Pay attention to what your body is telling you. N's often fail to notice they are exhausted or in pain.

## Time Management

- Be realistic. Ask yourself: "Can I really do all I have set out to do in the time I have to do it?"
- N's procrastinate when it comes to engaging in S-type activities. Learn time management techniques.

## Conflict

- An N hears figuratively what is said, while an S hears literally what he or she thought was meant.
- The N's blueprint for settling a dispute might not include the actual steps for implementation.
- Stick to the issues. Typically it helps to settle the immediate simple dispute first. This usually allows you to deal with the bigger issue later.
- Remember S's take facts more seriously than you might. So give them an explicit statement of the problem before asking them to consider possible solutions.
- Watch your behavior. Mature intuition is creative, complex, and amazingly accurate most of the time. An N using immature Sensing is likely to get obsessed with unimportant details and be preoccupied with irrelevant facts.
- N's under stress might indulge in sensory pursuits unwisely.

## Careers

- Consider careers that take advantage of your strengths: variety, the ability to handle complexity, creativity, the big-picture, and focusing on the future.



## General Hints

- Appreciate yourself for your logical mind, ability to find the flaws, and fairness.
- Don't forget to consider the seemingly illogical human reactions and motives that are part of any interpersonal situation, such as dealings at work or with family and friends. Gently ask questions about how others feel. Feelings are real world facts that you need to consider when you act. Don't forget to fully consider the people involved when trying to solve a problem.
- Remember, Feelers (F's) like harmony. They would like to agree with you if given the chance. Begin with points of agreement. Set a positive relationship by warm tones of friendship. This enables points of disagreement to be discussed and not fought over.
- Listen to others, in turn. Remember, F's might not want a logical solution. They have a need to be listened to empathetically and non-judgmentally.

## Thinkers (T's)

- F's care most about matters that have a direct effect on people. If you start with a concern for people, they will generally be receptive to listening.
- Before arguing about the ways to achieve solutions, goals, and objectives, try to get agreement on defining them.
- Pay more attention to the process instead of just the outcome. Learn to enjoy the process as well as the product.
- Smile more; it will do wonders for you. Appreciate others giving you the strokes you deserve. F's have a greater need for harmony than you do. Practice being gentle with others.

## Time Management

- Part of the project is allowing space for others' schedules. Don't force others into your time schedule.
- T's procrastinate when it comes to making time for the interpersonal aspects of life.

## Conflict

- Thinkers tend to get too analytical in a dispute; their logical analysis usually has little to do with the hurt feelings involved. Saying "Don't get emotional" usually causes more problems than it solves.

- Allow for some genuine expression of emotion. If you are unable to express your emotions, don't make the mistake of not allowing others to express theirs.
- Avoid criticizing; rather, speak into an issue with care and be selective and intelligent in what you say. Generally speaking you may criticize the action, but not the person. Avoid calling another stupid, even if they seem so to you. Remember mature Thinking is clear logic, while immature Thinking is criticism.
- If you think another did something wrong, find out why they did it that way.
- T's tend to be slow to say "sorry" when it is time to do so.
- Generally, use your T on your car and your F on your family—not vice versa.
- Under stress, T's might act out of character and have uncontrolled emotional outbursts, be hypersensitive, and take criticism very personally.
- It's OK to let your feelings show—in fact, it's a lot healthier than bottling them up. But practice expressing your feelings in a safe, trusted relationship first before you move on to more complex interactions.

## Careers

- Consider a career that takes advantage of your T skills of logical analysis, fairness, and objectivity.



## Judgers (J's)

### General Hints

- Appreciate yourself for your dependability, organization, planning ability, and ability to complete tasks to reach a goal.
- J's sometimes cease to consider information too quickly. Before you make a decision, ask yourself if you need more facts or alternatives. Consider delaying your decision.
- Ask your Perceiver (P) friends, family, or co-workers for their input before you make a decision.
- When speaking, try to avoid using language that sounds as if you've made a conclusion.
- J's can easily become complainers and fall into negativity. Watch out for this.
- Think of several good surprises in your life. How did you feel about them at the time they happened to you? The unplanned can be positive.

- J's sometimes believe that the world will fall apart if they don't have everything planned, orderly, or under control. Recognize that feeling this way might be a result of your own insecurity.
- Allow others to use their own time schedule, methods, work style, and pace.

### Time Management

- Remember, time is not always important. Don't decide something too quickly just to reach completion.
- J's procrastinate when it comes time for fun, leisure, and relaxation. They often think "I'll relax after I finish this project." Schedule time for relaxation. Take time to play. And play at playing; try not playing to win or participate in a noncompetitive game.
- Drop everything and go for a spontaneous activity with someone important to you. If you can't do that, make plans to do something uncharacteristic for you.

### Conflict

- J's seek to deal with things immediately, preferring to be in control.
- Recognize that your need for order and control can be misunderstood by others. Learn to loosen up.
- J's are not always right. Conflict resolution depends on this. Try not to see the world as black and white or right and wrong. Work on accepting the differences among people.

### Careers

- Consider a career that takes advantage of your skills of organization, planning, scheduling, and decisiveness.

# Understanding the Psychological Types Code

The following hierarchical diagram represents a simple but useful way to understand the way that the 16 psychological types are described by the letters in Jung's cognitive processes.

1. Write your type into the four blank boxes at the top of the diagram.
2. Look at the last letter in the code. It tells you which of the two middle letters is extroverted—if it is J, then the T or F (the third letter) in the code is used in the external world. If it is P, then the S or N (the second letter) in the code is used in the external world.
3. Once you have determined which process is extroverted, you can now determine that the remaining middle letter in the code is introverted.
4. Look at the first letter in the code. If it is an "E," then the extroverted process identified in step two is the dominant process. If it is an "I," then the introverted process identified in step two is the dominant process.
5. The remaining middle letter is the supporting or auxiliary process.

## Jung's Cognitive processes as they appear in the four-letter Personality Type Code

