How Personality (Yours and Theirs) Impacts Judicatory Decision-Making

Prepared to accompany a two-hour presentation
by Toni Boone, Administrative Law Judge (retired),
at the
National Association of Hearing Officials
2021 Professional Development Conference
October 31 through November 3, 2021
Philadelphia, Pennsylvania

© Ipse Dixit Publications

How Personality (Your and Theirs) Impacts Judicatory Decision Making

Toni Boone, Administrative Law Judge (retired)

Learning Objectives:

After this class, you will be able to:

1. Acknowledge that recent neuroscientific research indicates strong neurological validity for eight distinct cognitive processes and sixteen personality types;

2. Appreciate that there are motivating personality-related factors behind human behavior which may, at least in part, explain that behavior;

3. Identify the activities, stressors and conflicts that may lead people with certain personality traits into poor performance or failure in life's endeavors;

4. Implement methods for engaging cognitive processes to optimize communication and improve interpersonal understanding;

5. Utilize techniques to influence, motivate, and encourage improved behavior; and

6. Better understand your own behavior, as well as the behavior of others, to better manage emotional reactions which might impede rational decision-making.

Introduction

Have you ever wondered why you are immediately drawn to certain people and immediately repulsed by others? The personality of each and every individual is unique. The reason you instantly like some people and just as quickly dislike others is probably because each has traits that your own personality finds either pleasing or unappealing.

Virtually everyone is familiar with one personality classification: introverts and extroverts. However, according to the Myers-Briggs classification system, there are 16 distinct personality types.

Katharine Briggs never attended a formal school until she left for college at the age of fourteen. She earned a degree in agriculture and because a well-known academic at a time when it was believed that too much education harmed women's reproductive abilities. She worked as a teacher after college and became interested in theories of educational and social development of children, writing essays about child-rearing and education.

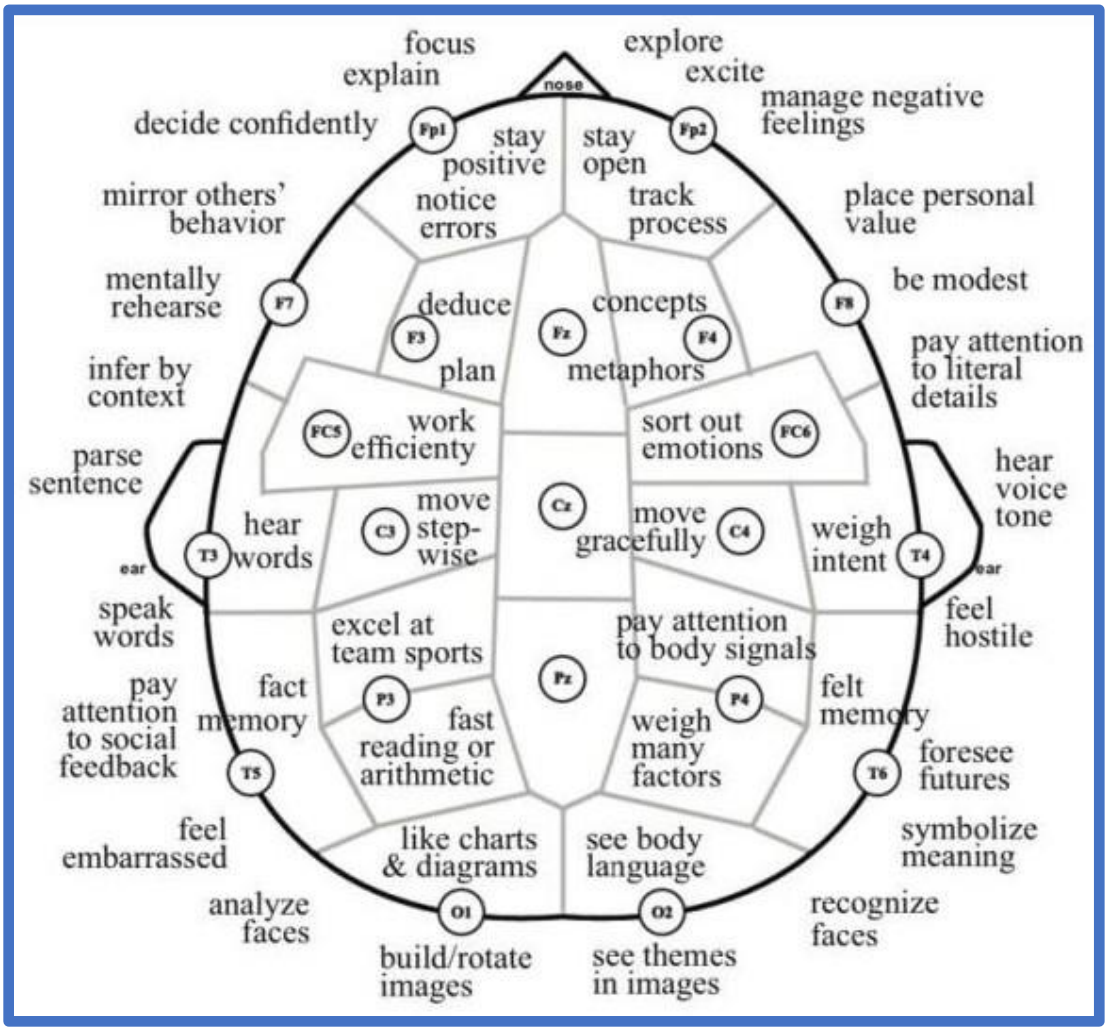
Briggs' early research with children led her to identify four main personality types. She studied the works of various scientists, psychologists and philosophers, but found no theory of personality that encompassed all four personality types that she had identified. Eventually, Briggs read the work of Carl Jung and introduced it to her daughter, Isabel Briggs-Meyers.

After reading Jung's *Psychological Types*, she abandoned the personality theory she created and began focusing on Jung's theories more intensively. When Isabel encountered research that attempted to identify the type of work that best suited an individual's personality or psychological type, she saw the utility of her mother's work and joined her in her research. During World War II, Isabel created the first test that would help identify a person's appropriate war-related job.

Briggs' early research was instrumental in creating one of the most well-known and widely-used personality tools, the Myers–Briggs Type Indicator. It is estimated that 50 million people have taken the MBTI since 1962. The MBTI classifies personality types along four pairs of categories. Katharine and Isabel claimed that everyone fits into one of the 16 possible combinations of personality type, with a dominant preference in each of the four pairs.

Recent Research Findings from Studies Involving Personality Type

Beginning in 2005, Professor Dario Nardi and his research team at UCLA began using Electroencephalography[1] to compare the brain activity of persons based on their MBTI results. His research demonstrated that persons with the same personality type, as indicated by the MBTI, engage the same regions of their brains in the same pattern and with the same frequency and amplitude of electrical activity when confronted with the same stimuli or while performing the same task. His findings lend neuroscientific support for MBTI validity. Below is a brain map of the type that Dr. Nardi uses in his research:



[1] An EEG is a test that detects the electrical activity of your brain. Electrodes, consisting of small metal discs with think wires, are placed on your head or scalp. The electrodes detect the tiny electrical charges that result from the activity of brain cells. The charges are amplified and appear as a graph on a computer screen.

How Knowing Your Personality Type Can Help, Personally & Professionally

Our personality types determine, at least in part, how we lead, influence, communicate, collaborate, negotiate, resolve conflicts, and manage stress.

Identifying your personality type using the MBTI may reveal aspects of your personality that you had not acknowledged or appreciated. You can then act on your new-found knowledge to your advantage. Without self-awareness, including awareness of your personality type, it's difficult to make improvements in your professional life and in your relationships.

1. **Identify and recognize your weaknesses and your strengths.**

If you know your strengths, you can maximize them and use them to your advantage. If you know your weaknesses, you are better able to identify how they might interfere with your ability to succeed and can minimize their impact.

2. **Better understand your feelings, your actions, and your reactions.**

Have you ever wondered why a certain activity causes stress and anxiety for you, but others seem so relaxed when engaged in the same activity? Why do some people plan all their pursuits in advance while others prefer to be spontaneous?

Knowing your personality type will help you better understand yourself and the people around you. It can give you clues as to why certain people think or act in a particular way that is different from your own. Understanding that differences may be personality based, and therefore how your brain is predisposed to function, can result in greater acceptance of others and greater self-confidence. It's not there's anything "wrong" with you or with anyone else. You just have different personality traits.

3. **Provide improved emotional control.**

The stimulus that exhilarates me may cause someone else stress. The stimulus that makes someone else angry may make me sad. The stimulus that brings joy to others, I might perceive as a burden. Because our personalities are different, we all react differently to the circumstances we encounter. Knowing your personality will help you predict *how* you will react, whether you'll need to temper your reaction, and what you might need to do to recover or recharge after the event is over.

Understanding how very different the personalities of others can be can also help you to understand why the emotions they are experiencing are different from your own.

For example, if the personality of a respondent/petitioner is fact-based and rational, the petitioner may understand why a government agency is cautious about issuing licenses or benefits. But if the personality of the licensee or benefit recipient is centered on feelings rather than facts, the respondent/petitioner may perceive that their integrity or honesty is being questioned and their needs ignored.

4. **Comprehend your preferences and predict the preferences of others.**

Have you ever considered how many decisions, both large and small, that you make in a day? Our daily lives are made up of dozens, if not hundreds, of choices. If you choose a pen from your desk and find that it's out of ink, the impact of that wrong decision is inconsequential. But if you err in decision-making because of information gaps or communication mishaps, especially in a hearing, the results of that error can be far more significant. Awareness of personality type can help you to understand your preferences—why you make the choices you make—and can also help you understand why others, given the same circumstances and fact pattern, might make a difference choice.

5. **Provides a foundation for action.**

Now that you know your personality type are the traits that go with it, you understand the "why" behind some of your behaviors and feelings. That knowledge can empower you to make positive changes. If you know what causes you stress, you can take steps to reduce it. If you recognize a personality trait that interferes with clear interpersonal communication, you can try a different approach. If you identify an aspect of your personality that leads to procrastination or other bad habits, you can figure out how to stay motivated.

You can apply the new-found information about your personality type to present and future situations in order to succeed, achieve, and make better choices. An amazing aspect of understanding your personality is that the insights to your personality are actionable, are applicable to nearly every situation in your life, and can help you change for the better.

6. **Yes, it's about YOU, but it's also about THEM.**

Myers-Briggs personality preferences can tell you a lot about yourself. You begin to understand what your personality is *and* what it is *not*. But taking the MBTI should also help you understand the people you live with, work with, or otherwise interact with.

If you try, you can start to see those around you in a deeper way. You have the opportunity and means to talk about differences in communication, decision-making, and more. If you've understood the concept of "self-awareness", think of this as the next logical step – "others-awareness."

Taking the MBTI

The MBTI consists of 11 multiple-choice questions. You must answer each question truthfully, choosing letter a or b for each of the 77 questions. Then use the answer key to score your test, making a mark under the appropriate letter that corresponds to the answer to each question. After you have made marks for every answer under the letters below, add up the number of marks under each letter and write that number above each letter. Finally, circle the four (4) letters which have the largest numerical value. These four letters describe your personality type.

E I S N T F J P

What do the letters mean? The letter pairs above, from left to right, stand for these four pairs of personality traits:

Pair #1	**E**xtroversion	or	**I**ntroversion
Pair #2	**S**ensing	or	i**N**tuition
Pair #3	**T**hinking	or	**F**eeling
Pair #4	**J**udging	or	**P**erception

If there are the same number of marks in the columns for adjacent associated pairs, your results indicate you don't have a clear preference for either letter/personality type in the pair. For example, if you reach a tie in **E** and **I** but the remaining letters are **NTJ**, consider looking at both **ENTJ** and **INTJ** traits to determine which type best describes your personality.

The Eight Preferences

Introvert
Enjoys time alone
Things before speaking or acting
Seen as more reserved
Prefers working independently
Purposeful
Concentration
Reflective and internal

Extrovert
Gains energy in social situations
Makes quick decisions
Outgoing and sociable
Enthusiastic, likes interaction
Prefers working in teams
Speak, then think
Gregarious

Sensing
Practical
Down-to-Earth
Concrete, actual
Focused on past and present
Detail -oriented
Literal, factual
Realistic
Likes specifics

INtuition
Visionary
Future-oriented
Imaginative
Conceptual
Abstract
Focused on hidden meanings
Reads between the lines
Random theoretical

Thinking
Logical
Detached
Objective
Analytical
Firm but fair
Seek clarity

Feeling
Emotional
Personal involvement with others
Subjective
Seeks understanding of others
Merciful
Seeks agreement, harmony

Judging
Planner
Organized
Needs closure, resolution
Decision-maker
Prefers control
Likes structure

Perceiving
Spontaneous
Adaptable, flexible
Likes to keep options open
Like to wait and see
Prefers the open and undecided
What deadline?

The 16 Personality Types

ISTJ - Introverted Sensing Thinking Judging: The Inspector

ISTJs are quiet and reserved and are interested in security and peaceful living. They have a strong internal sense of duty, which lends them a serious air and the motivation to follow through on tasks. Organized and methodical in their approach, they can generally succeed at any task which they undertake.

ISTJs are very loyal, faithful, and dependable. They place great importance on honesty and integrity. They are "good citizens" who can be depended on to do the right thing for their families and communities. While they generally take things very seriously, they also usually have an offbeat sense of humor and can be a lot of fun - especially at family or work-related gatherings.

ISTJs tend to believe in laws and traditions and expect the same from others. They're not comfortable with breaking laws or going against the rules. If they see a good reason for stepping outside of the established mode of doing things, the ISTJ will support that effort. However, ISTJs more often tend to believe that things should be done according to procedures and plans. If an ISTJ has not developed their Intuitive side sufficiently, they may become overly obsessed with structure, and insist on doing everything "by the book".

The ISTJ is extremely dependable on following through with things which he or she has promised. For this reason, they sometimes get more and more work piled on them. Because the ISTJ has such a strong sense of duty, they may have a difficult time saying "no" when they are given more work than they can reasonably handle. For this reason, the ISTJ often works long hours, and may be unwittingly taken advantage of.

The ISTJ will work for long periods of time and put tremendous amounts of energy into doing any task which they see as important to fulfilling a goal. However, they will resist putting energy into things which don't make sense to them, or for which they can't see a practical application. They prefer to work alone but work well in teams when the situation demands it. They like to be accountable for their actions and enjoy being in positions of authority. The ISTJ has little use for theory or abstract thinking unless the practical application is clear.

ISTJs have tremendous respect for facts. They hold a tremendous store of facts within themselves, which they have gathered through their Sensing preference. They may have difficulty understanding a theory or idea which is different from their own perspective. However, if they are shown the importance or relevance of the idea to someone who they respect or care about, the idea becomes a fact, which the ISTJ will internalize and support. Once the ISTJ supports a cause or idea, he or she will stop at no lengths to ensure that they are doing their duty of giving support where support is needed.

The ISTJ is not naturally in tune with their own feelings and the feelings of others. They may have difficulty picking up on emotional needs immediately, as they are presented. Being perfectionists themselves, they tend to take other people's efforts for granted, like they take their own efforts for granted. They need to remember to pat people on the back occasionally.

ISTP – Introverted Sensing Thinking Perceiving: The Craftsman

ISTPs are compelled to understand how things work. They're good at logical analysis and like to use it on practical concerns. They typically have strong powers of reasoning, although they're not interested in theories or concepts unless they can see a practical application. They like to take things apart and see the way they work.

ISTPs have an adventuresome spirit. They are attracted to motorcycles, airplanes, sky diving, surfing, etc. They thrive on action and are usually fearless. ISTPs are fiercely independent, needing to have the space to make their own decisions about their next step. They do not believe in or follow rules and regulations, as this would prohibit their ability to "do their own thing". Their sense of adventure and desire for constant action makes ISTPs prone to becoming bored rather quickly.

ISTPs are loyal to their causes and beliefs and are firm believers that people should be treated with equity and fairness. Although they do not respect the rules of the "System", they follow their own rules and guidelines for behavior faithfully. They will not take part in something which violates their personal laws. ISTPs are extremely loyal and faithful to their "brothers".

ISTPs like and need to spend time alone to clearly sort things out in their minds. They absorb large quantities of impersonal facts from the external world, and sort through those facts, making judgments, when they are alone.

ISTPs are action-oriented people. They like to be up and about, doing things. They are not people to sit behind a desk all day and do long-range planning. Adaptable and spontaneous, they respond to what is immediately before them. They usually have strong technical skills and can be effective technical leaders. They have an excellent sense of expediency and grasp of the details which enables them to make quick, effective decisions.

ISTPs avoid making judgments based on personal values - they feel that judgments and decisions should be made impartially, based on facts They are not naturally tuned in to how they are affecting others. They distrust and ignore their own feelings because they have difficulty distinguishing between emotional reactions and value judgments. This may be a problem area for many ISTPs.

An ISTP who is over-stressed may exhibit rash emotional outbursts of anger or may be overwhelmed by emotions and feelings which they feel compelled to share (often inappropriately). ISTPs who are down on themselves will foray into the world of value judgments - a place which is not natural for the ISTP - and judge themselves by their inability to perform tasks. They will then approach the task in a grim emotional state, expecting the worst.

ISTPs are excellent in crisis situations. They're usually good athletes and have good hand-eye coordination. They follow through with projects, tie up loose ends, and are usually patient.

ISTPs are happiest involved in action-oriented tasks which require detailed logical analysis and technical skill. They take pride in their ability to take the next correct step. ISTPs are optimistic, full of good cheer, loyal to their equals, uncomplicated in their desires, generous, trusting, and receptive people who want no part in confining commitments.

ISFJ - Introverted Sensing Feeling Judging: The Nurturer

ISFJs live in a world that is concrete and kind. They're warm, kind-hearted, and want to believe the best of people. They value harmony, cooperation, and are likely to be sensitive to other people's feelings. People value ISFJs for their consideration, awareness, and their ability to bring out the best in others.

ISFJs constantly take in and store information about people and situations that is personally important to them. This tremendous store of information is usually startlingly accurate, because the ISFJ has an exceptional memory about things that are important to their value systems (*e.g.,* ISFJs can remember a particular facial expression or conversation in precise detail years after the event occurred, if the situation made an impression on the ISFJ).

ISFJs have a clear idea of how things should be, which they strive to attain. They value security and kindness, and respect traditions and laws. They tend to believe that existing systems are there because they work. They're not likely to do thing in a new way, unless they're shown why it's better than the established method.

ISFJs learn best by doing, rather than by reading instructions or applying theory. They're not likely to be found in fields requiring conceptual analysis or theory. They value practical application. Traditional methods of higher education, which require a lot of theorizing and abstraction, are likely to be a chore for the ISFJ, who learns best by being shown practical application. Once the task is learned, and its practical importance is understood, the ISFJ will faithfully and tirelessly carry through the task to completion. The ISFJ is extremely dependable.

The ISFJ has a well-developed sense of space, function, and aesthetic appeal. They're likely to have beautifully furnished, functional homes and make good interior decorators. This ability, combined with their sensitivity to other's feelings and desires, makes them great gift-givers.

ISFJs are extremely aware of their own feelings but keep *their* feelings to themselves. They may allow negative feelings to build up until they become judgments which are difficult to change. They are aware of the feelings of others and tend to speak up when other individuals need help.

ISFJs feels a strong sense of responsibility and duty and can be counted on to follow through. Thus, people naturally tend to rely on them. The ISFJ has a difficult time saying "no" and often becomes over-burdened because they don't express their difficulties to others (they intensely dislike conflict and tend to place other people's needs over their own). They need to identify, value, and express their own needs to avoid becoming over-worked and taken for granted.

ISFJs need positive feedback. Without it, or in the face of criticism, ISFJs gets discouraged and may even become depressed. When down on themselves or under great stress, the ISFJ begins to imagine all the things that might go critically wrong in their life, have strong feelings of inadequacy, and become convinced that "everything is all wrong" or "I can't do anything right".

The ISFJ is warm, generous, and dependable. They have many special gifts to offer, in their sensitivity to others, and their strong ability to keep things running smoothly. They need to remember to not be overly critical of themselves, and to give themselves some of the warmth and love which they freely dispense to others.

ISFP - Introverted Sensing Feeling Perceiving: The Composer

ISFPs live in the world of sensation possibilities. They are keenly in tune with the way things look, taste, sound, feel and smell. They have a strong aesthetic appreciation for art, and are likely to be artists in some form, because they are unusually gifted at creating and composing things which will strongly affect the senses. They have a strong set of values, which they strive to consistently meet in their lives. They need to feel as if they're living their lives in accordance with what they feel is right and will rebel against anything which conflicts with that goal. They're likely to choose jobs and careers which allow them the freedom of working towards the realization of their value-oriented personal goals.

ISFPs tend to be quiet and reserved and difficult to get to know well. They hold back their ideas and opinions except from those they're closest to. They're likely to be kind, gentle and sensitive in their dealings with others. They are interested in contributing to people's sense of well-being and happiness, and will put a great deal of effort and energy into tasks which they believe in.

ISFPs have a strong affinity for aesthetics and beauty. They often love animals and nature. They're original, independent, and need personal space. They value people who take the time to understand the ISFP and who support the ISFP in pursuing their goals in their own, unique way. People who don't know them well may see their unique way of life as a sign of carefree light-heartedness, but the ISFP takes life seriously, constantly gathering specific information and shifting it through their value systems in search of clarification and underlying meaning.

ISFPs are action-oriented "doers", uncomfortable with theorizing concepts and ideas. They learn best in a "hands-on" environment and become easily bored with traditional teaching methods, which emphasize abstract thinking. They don't like impersonal analysis and are uncomfortable making decisions based strictly on logic. Their strong value systems demand that decisions be evaluated against their subjective beliefs rather than against objective rules/laws.

ISFPs are extremely aware of others and are penetratingly accurate in their perception of others. They constantly gather specific information about people to discover what it means. The

ISFPs are warm and sympathetic. They genuinely care about people and are strongly service-oriented in their desire to please. They have an unusually deep well of caring for those who are close to them and are likely to show their love through actions rather than words.

ISFPs have no desire to lead or control others, just as they have no desire to be led or controlled *by* others. They need space and time alone to evaluate the circumstances of their life against their value system and are likely to respect other people's needs for the same.

The ISFP's value system may lead them to be perfectionistic yet they seldom give themselves credit for the things which they do well. They then to judge themselves with unnecessary harshness.

The ISFP has many special gifts for the world, especially in the areas of creating artistic sensation, and selflessly serving others. Life is not likely to be extremely easy for the ISFP, because they take life so seriously, but they have the tools to make their lives and the lives of those close to them richly rewarding experiences.

INFJ - Introverted iNtuitive Feeling Judging: The Counselor

INFJs are gentle, caring, complex, and highly intuitive. Artistic and creative, they live in a world of hidden meanings and possibilities. Few people are INFJ; it is one of the rarest Jungian types.

INFJs place great importance on having things orderly and systematic. They identify the best system for getting things done and constantly define and re-define priorities. INFJs operate within themselves on an intuitive basis which is entirely spontaneous. They know things intuitively, without being able to pinpoint why, and without detailed knowledge of the subject at hand. They're usually correct and usually know it. Consequently, INFJs put a tremendous amount of faith into their instincts and intuitions. This may result in the INFJ not being as organized as other Judging types tend to be. INFJs may show disarray in their otherwise orderly world (*e.g.,* messy desk).

INFJs have uncanny insight into people and situations. They get "feelings" about things and intuitively understand them. Some INFJs report experiences of a psychic nature, such feelings about there being a problem with a loved one, only to later discover the person was in an accident. Others may scoff; even INFJs don't understand their intuitions at a level they can verbalize. Consequently, INFJs are protective of their inner selves, sharing only what they choose when they choose to share it. They are deep, complex individuals, who are quite private and typically difficult to understand. INFJs hold back part of themselves and can be secretive.

INFJs are as warm as they are complex and hold a special place in the hearts of people they're close to. INFJs are concerned for others and try to avoid hurting anyone. They're sensitive to conflict and don't tolerate it well. Conflict may drive the normally peaceful INFJ into a state of agitation or anger. They internalize conflict and may experience health problems under stress.

INFJs have strong intuitive capabilities. They trust their own instincts above all else, resulting in a stubborn tendency to ignore the opinions of others. INFJs are perfectionists who are rarely at peace with themselves. They believe in constant growth and don't take time to revel in their accomplishments. They frequently have high expectations of their families. They have strong value systems and live their lives in accordance with them. They don't compromise their ideals in deference to the Feeling aspect of their personalities.

INFJ is a natural nurturer, patient, devoted and protective. They make loving parents. They have high expectations of their children and push them to be the best they can be. This can sometimes manifest itself in the INFJ being hard-nosed and stubborn.

In the workplace, the INFJ usually shows up in areas where they can be creative and somewhat independent. They have a natural affinity for art, and many excel in the sciences where they make use of their intuition. INFJs can also be found in service-oriented professions. They are not good at dealing with minutia or detailed tasks. They will either avoid such things or become so enveloped in the details that they can no longer see the big picture. An INFJ who has gone the route of becoming meticulous about details may be highly critical of other individuals who are not.

The INFJ individual is gifted in ways that other types are not. Life is not necessarily easy for the INFJ, but they are capable of great depth of feeling and personal achievement.

INFP - Introverted iNtuitive Feeling Perceiving: The Idealist

INFPs, more than other iNtuitive Feeling types, are focused on making the world a better place. Their primary goal is to find meaning in life. What is their purpose? How can they best serve humanity? They drive themselves to achieve the goals they've identified for themselves

INFPs are highly intuitive about people. They rely heavily on their intuitions to guide them and use their discoveries to search for value in life. Every encounter and bit of knowledge is sifted through the INFP's value system to see if it has any potential to define or refine their path in life. The goal is always the same—to help people and make the world a better place.

Generally thoughtful and considerate, INFPs are good listeners and put people at ease. Although they may be reserved in expressing emotion, they care deeply and are genuinely interested in people. This sincerity makes the INFP a valued friend and confidante.

INFPs don't like conflict and go to great lengths to avoid it. In conflict situations, INFPs place little importance on who is right and who is wrong. They focus on the way that the conflict makes them feel. They don't want to feel badly, making them appear irrational and illogical in conflict situations. INFPs make good mediators because they intuitively understand people's perspectives and feelings and genuinely want to help.

INFPs are flexible and laid-back until one of their values is violated. If their value system is threatened, they become aggressive defenders, fighting passionately for their cause. The projects of jobs of INFPs usually becomes a "cause" for them. Although they're not detail-oriented, they'll cover every possible detail with determination and vigor when working for their "cause".

INFPs are typically unaware of the mundane details of life. They might go weeks without noticing a stain on the carpet, but carefully and meticulously brush specks of dust from their project booklet.

INFPs don't deal well with facts and logic. Their focus on their feelings makes it difficult for them to deal with impersonal judgment, which they don't understand because it can't be felt. Most INFPs avoid impersonal analysis. Under stress, INFPs often misuse hard logic in the heat of anger, throwing out fact after (often inaccurate) fact in an emotional outburst.

INFPs have very high standards, are perfectionists, and are self-critical. They often have problems working on a project in a group, because their standards are likely to be higher than other members' of the group. In group situations, they may have a "control" problem. If they don't learn to balance their high ideals with the requirements of everyday living or they may become paralyzed about what to do with their lives.

INFPs may be awkward and uncomfortable with expressing themselves verbally but have a wonderful ability to define and express what they're feeling on paper. INFPs also appear frequently in social service professions, such as counselling or teaching. They are at their best in situations where they're working towards the public good, and in which they don't need to use hard logic.

INTJ - Introverted iNtuitive Thinking Judging: The Mastermind

INTJs live in the world of ideas and strategic planning. They value intelligence, knowledge, and competence, which they continuously strive to meet, and have similar expectations of others.

INTJs focus on observing the world and generating ideas and possibilities. They gather information and make associations with it. They are insightful and quick to understand new ideas. Their primary interest is not *understanding* a concept, but rather *applying* it in a useful way. INTJs are driven to come to conclusions about ideas. Their need for closure and organization usually requires that they take some action.

INTJs' esteem of systems and organization, combined with their natural insightfulness, makes them excellent scientists yet they have difficulty putting their ideas into a form others can follow because their thoughts and concepts are highly individualized and not directly translatable. They need help getting their non-linear ideas into a form that is readily understood, yet often don't see the value of that assistance. However, their respect of knowledge and intelligence motivates them to explain themselves when they feel the other person is deserving of the effort.

INTJs are natural leaders but usually remain in the background until they see a need to take the lead. They are effective in leadership roles, objectively seeing the reality of situations and adapting to change when its conducive to their goals. They are the supreme strategists, always scanning available ideas and concepts and weighing them against their current strategy.

INTJs have little interest in other people's thoughts or feelings and have problems giving others the level of intimacy needed. INTJs prefer to make decisions, express judgments, and put everything into an understandable and rational system. They may have evolved intuitions but lack the ability to express their insights.

INTJs are ambitious, self-confident, deliberate, and are long-range thinkers. Many INTJs end up in engineering or scientific pursuits, although some turn to strategic planning in the business world. They value, clarity order, and efficiency dislike messiness, inefficiency, and anything that is muddled or unclear. They value clarity, order, and efficiency and put great energy into consolidating their insights into structured patterns.

INTJS are not demonstrative and are seen as aloof and reserved. They may not give the praise or positive support others may need, even if they feel affection or regard. Others may falsely perceive the INTJ to be rigid, but they're capable of change when it's in their best interest.

When under stress, the INTJ may become obsessed with mindless repetitive, sensate activities. They may become absorbed with minutia and that they normally wouldn't consider important.

INTJs need to remember to express themselves sufficiently to avoid misunderstandings. With underdeveloped communication skills, they may be abrupt with people and isolationists.

INTJs can accomplish great things and are driven to synthesize their concepts into solid plans of action. They're typically quite competent, meeting career and educational goals. But they may not succeed in leading a rich and rewarding life unless they put effort into effectively communicating with others.

INTP - Introverted iNtuitive Thinking Perceiving: The Thinker

INTPs live in the world of theoretical possibilities. They see everything in terms of how it could be improved or what it could be turned into. They live primarily inside their own minds, analyzing problems, identifying patterns, and coming up with logical explanations. They seek clarity in everything and are driven to build knowledge. They are the "absent-minded professors" who highly value intelligence and the ability to apply logic to theories to find solutions. They typically are so driven to turn problems into logical explanations that they live within their own heads, placing little importance on the external world.

INTPs value knowledge above all else. Their minds are constantly working to generate new theories or to prove or disprove existing theories. They approach problems and theories with enthusiasm and skepticism, ignoring existing rules and opinions and defining their own approach to the resolution. They seek patterns and logical explanations for anything that interests them. They're usually extremely bright and able to be objectively critical in their analysis. They love new ideas and become very excited over abstractions and theories. They love to discuss these concepts with others. They may seem "dreamy" and distant to others because they live inside their minds musing over theories. They hate to work on routine things, preferring to build complex theoretical solutions and leave the implementation to others.

INTPs do not like to lead or control people. They're very tolerant and flexible in most situations, unless one of their firmly held beliefs has been violated or challenged, in which case they may take a very rigid stance. The INTP is likely to be very shy when it comes to meeting new people. On the other hand, the INTP is very self-confident and gregarious around people they know well, or when discussing theories which they fully understand.

The INTP doesn’t understand or value for decisions based on personal subjectivity or feelings. They strive for logic and don't see the relevance in applying subjective emotional considerations to decisions. For this reason, INTPs aren’t in tune with how people are feeling and aren’t equipped to meet the emotional needs of others.

The INTP may have a problem with self-aggrandizement and social rebellion, which will interfere with their creative potential. Since their Feeling side is their least developed trait, the INTP may have difficulty giving the warmth and support that is sometimes necessary in intimate relationships. If the INTP doesn't realize the value of attending to other people's feelings, he or she may become overly critical and sarcastic with others. If the INTP is not able to find a place for themself which supports the use of their strongest abilities, they may become generally negative and cynical. If the INTP has not developed their Sensing side sufficiently, they may become unaware of their environment, and exhibit weakness in performing maintenance-type tasks, such as bill-paying and dressing appropriately.

The INTP is usually independent and unconventional. They are not likely to place much value on traditional goals such as popularity and security. Their characters are complex, and they may be restless and temperamental.

The INTP is at his best when he can work on his theories independently. When given an environment which supports his creative genius and possible eccentricity, the INTP can accomplish truly remarkable things.

ESTP - Extraverted Sensing Thinking Perceiving: The Doer

ESTPs are outgoing, straight-shooting types. Enthusiastic and excitable, ESTPs are "doers" who live in the world of action. Blunt, straight-forward risk-takers, they are willing to plunge right into things and get their hands dirty. They live in the here-and-now, and place little importance on introspection or theory. The look at the facts of a situation, quickly decide what should be done, execute the action, and move on to the next thing.

ESTPs have an uncanny ability to perceive people's attitudes and motivations. They pick up on little cues which go completely unnoticed by most other types, such as facial expressions and stance. They're typically a couple of steps ahead of the person they're interacting with. ESTPs use this ability to get what they want out of a situation. Rules and laws are seen as guidelines for behavior, rather than mandates. If the ESTP has decided that something needs to be done, then their "do it and get on with it" attitude takes precedent over the rules. However, the ESTP tends to have their own strong belief in what's right and what's wrong and will doggedly stick to their principles. The Rules of the Establishment may hold little value to the ESTP, but their own integrity mandates that they will not do something which they feel to be wrong.

ESTPs have a strong flair for drama and style. They're fast-moving, fast-talking people who have an appreciation for the finer things in life. They may be gamblers or spendthrifts. They're usually good at story-telling and improvising. They typically make things up as they go along, rather than following a plan. They love to have fun and are fun people to be around. They can sometimes be hurtful to others without being aware of it, as they generally do not know and may not care about the effect their words have on others. It's not that they don't care about people, it's that their decision-making process does not involve taking people's feelings into account. They make decisions based on facts and logic.

ESTP's are impatient with theory and see little use for it in their quest to "get things done". An ESTP will occasionally have strong intuitions which are often way off-base, but sometimes very lucid and positive. ESTPs don’t trust their instincts or the instincts of others.

The ESTP often has trouble in school, especially higher education which moves into realms where theory is more important. The ESTP gets bored with classes in which they feel they gain no useful material which can be used to get things done. The ESTP may be brilliantly intelligent, but school will be a difficult chore for them.

ESTPs need to keep moving and do well in careers that are not restricted or confined. ESTPs make extremely good salespersons. They will become stifled and unhappy dealing with routine chores. ESTPs have a natural abundance of energy and enthusiasm, which makes them natural entrepreneurs. They become excited about things and can motivate others to excitement and action. They can sell anyone on any idea. They are action-oriented and make decisions quickly. All-in-all, they have extraordinary talents for getting things started. They are not usually so good at following through and may leave work for others to finish.

ESTPs are practical, observant, fun-loving, spontaneous risk-takers with an excellent ability to quickly improvise an innovative solution to a problem. They're enthusiastic, fun to be with, and are great motivators. If an ESTP recognizes their talents and operates within those realms, they can accomplish truly exciting things.

ESTJ - Extraverted Sensing Thinking Judging: The Guardian

ESTJs live in a world of facts and concrete needs. They live in the present, with their eye constantly scanning their personal environment to make sure that everything is running smoothly and systematically. They honor traditions and laws and have a clear set of standards and beliefs. They expect the same of others and have no patience or understanding of individuals who do not value these systems. They value competence and efficiency and like to see quick results for their efforts.

ESTJs are take-charge people with clear vision of the way that things should be and, thus, are natural leaders. They are self-confident and aggressive. They are extremely talented at devising systems and plans for action, and at being able to see what steps need to be taken to complete a specific task. They can sometimes be very demanding and critical, because they have such strongly held beliefs, and are likely to express themselves without reservations if they feel someone isn't meeting their standards. But at least their expressions can be taken at face-value, because the ESTJ is extremely straight-forward and honest.

The ESTJ is usually a model citizen, pillar of the community, and takes commitments seriously. They follow their own standards of "good citizenship". ESTJ enjoys interacting with people and likes to have fun. ESTJs can be very boisterous and fun at social events, especially activities which are focused on the family, community, or work.

ESTJs tendency to be too rigid and overly detail oriented. Because they put a lot of weight in their own beliefs, they may place little value other people's input and opinions. If they neglect their Feeling side, they may have a problem with fulfilling intimacy needs and unknowingly hurt people's feelings by applying logic and reason to situations which demand more emotional sensitivity.

When bogged down by stress, an ESTJ often feels isolated from others. They feel as if they are misunderstood, undervalued, and that their efforts are taken for granted. Although normally the ESTJ is very verbal and articulate, when under stress they have a hard time putting their feelings into words and communicating them to others.

ESTJs value security and social order above all else and feel obligated to do all that they can to enhance and promote these goals. They will mow the lawn, vote, join the PTA, attend home-owners association meetings, and anything else to promote personal and social security.

The ESTJ puts forth a lot of effort in almost everything that they do. They will do everything that they think should be done in their job, marriage, and community with a good amount of energy. They are conscientious, practical, realistic, and dependable.

ESFP - Extraverted Sensing Feeling Perceiving: The Performer

ESFPs live in the world of people-possibilities. They love people and new experiences. They are lively, fun, and enjoy being the center of attention. They live in the here-and-now and relish excitement and drama.

ESFPs have strong inter-personal skills and may find themselves in the role of the peacemaker. They make decisions by using their personal values and are usually sympathetic and concerned for other people's well-being. They're usually quite generous and warm. They're very observant and seem to sense what is wrong with someone before others might, responding warmly with a solution to a practical need. They might not be the best advice-givers in the world, because they dislike theory and future-planning, but they are great for giving practical care.

ESFP is a spontaneous, optimistic, fun-loving individual. If the ESFP has not developed their Thinking side (rational thought processing), they tend to become over-indulgent, placing more importance on immediate sensation and gratification than on duties and obligations. They also avoid looking at long-term consequences of their actions.

For the ESFP, the entire world is a stage. They love to be the center of attention and perform. They're constantly putting on a show to entertain others and make them happy. They enjoy stimulating other people's senses and are extremely good at it.

ESFPs love people and everybody loves an ESFP. They are upbeat and enthusiastic. An ESFP is unfailingly warm and generous with their friends, and they generally treat everyone as a friend. However, once crossed, an ESFP is likely to make a very strong and stubborn judgment against the person who crossed them. They are capable of deep dislike in such a situation.

The ESFP under stress gets overwhelmed with negatives thoughts and possibilities. They're likely to come up with simple, global statements to explain away problems. These simplistic explanations serve the ESFP well by allowing them to get over negative thoughts o situations.

ESFPs are likely to be very practical, although they hate structure and routine. They like to "go with the flow", trusting in their ability to improvise in any situation. They learn best with "hands-on" experience. They're uncomfortable with theory and may tend to avoid situations which involve theoretical thinking, or which are complex and ambiguous. ESFPs may have difficulty in school but do extremely well in situations where they're allowed to learn by "learn by doing".

ESFPs appreciate aesthetic beauty and have an excellent sense of space and function. If they have the means, they're likely to have beautiful possessions and an artfully furnished home.

The ESFP is a great team player and do best in careers in which they are able to use their excellent people skills. Since they are fast-paced individuals, they should choose careers which offer great diversity. ESFPs like to bond with others and have a connection with animals and small children that is not found in most other types. They're likely to have a strong appreciation for the beauties of nature as well.

ESFJ - Extraverted Sensing Feeling Judging: The Caregiver

ESFJs love people. They are warmly interested in others. They use their Sensing and Judging characteristics to gather specific, detailed information about others and turn this information into supportive judgments. The ESFJ's strong desire to be liked and for everything to be pleasant makes them highly supportive. People like to be around ESFJs because the ESFJ has a special gift of invariably making people feel good about themselves.

The ESFJ takes responsibilities seriously and is dependable. They value security, stability, and have a strong focus on the details of life. They see what needs to be done, and do whatever it takes to make sure that it gets done. They enjoy these types of tasks and are extremely good at them.

ESFJs are warm and energetic. They need approval to feel good about themselves. They are hurt by indifference and don't understand unkindness. They are very giving and receive personal satisfaction from the happiness of others. They want to be appreciated for who they are and what they give. They're very sensitive to others and freely give practical care.

The ESFJ's value system is defined externally. They have well-formed ideas about the way things should be and are not shy about expressing these opinions. However, they weigh their values and morals against the world around them, rather than against an internal value system. They may have a strong moral code defined by the community they live in, rather than by internal values.

ESFJs who were raised under a strong ethical, kind, value system will be very kind, generous, and selfless. ESFJs with an underdeveloped value system judge actions against an external value system and may develop questionable values. In such cases, the ESFJ genuinely believes in the skewed value system. This type of ESFJ is a dangerous person. Extraverted Feeling drives them to control and manipulate and their lack of Intuition prevents them from seeing the big picture. Because they're good with people and popular, they can also be good at manipulating them. Unlike their ENFJ cousin, they don't have Intuition to help them understand the consequences of their actions.

All ESFJs tend to want to control their environment. They demand structure and organization and seek closure. They don't enjoy having to do things which involve abstract, theoretical concepts, or impersonal analysis. They do enjoy creating order and structure and are very good at tasks which require these kinds of skills.

ESFJs incorporate many of the traits that are associated with women in our society. However, male ESFJs usually don't appear feminine. On the contrary, ESFJs are typically quite conscious about gender roles and are typically comfortable playing a role that suits the gender they presented at birth.

ESFJs are warm, sympathetic, helpful, cooperative, tactful, down-to-earth, practical, thorough, consistent, organized, enthusiastic, and energetic. They enjoy tradition and security and will seek stable lives that are rich in contact with friends and family.

ENFP - Extraverted iNtuitive Feeling Perceiving: The Inspirer

ENFPs are warm, enthusiastic people. They can become very passionate and excited about things. Their enthusiasm lends them the ability to inspire and motivate others. They can talk their way in or out of anything. They love life and make the most out of it.

ENFPs have an unusually broad range of skills and talents. They are good at most things which interest them. Project-oriented, they may go through several different careers during their lifetime. To onlookers, ENFPs may seem directionless and without purpose but they're consistent and have a strong sense of values. Everything that they do must be in line with their values. ENFPs needs to feel they are living their lives as their true Self, walking in step with what's right. Since emotional excitement is an important part of the ENFP's life, the ENFP is usually an intense individual.

ENFPs need to focus on following through instead of dropping a project when they become excited about a new possibility. Otherwise, they never achieve the great accomplishments of which they are capable, including remaining in a relationship.

Most ENFPs have great people skills and place great importance on their inter-personal relationships. They have a strong need to be liked. Once ENFPs learn to balance their need to be true to themselves with their need for acceptance, they are well-liked and bring out the best in others. They have the ability to intuitively understand a person in a very short period of time and the flexibility to relate to others on their own level.

Because ENFPs live in the world of exciting possibilities, the details of everyday life are seen as trivial drudgery. They place no importance on detailed, maintenance-type tasks and do not enjoy them. This is a challenging area of life for most ENFPs and can be frustrating for ENFP's family members.

An ENFP who has "gone wrong" may be quite manipulative. The gift of gab with which they are blessed makes it easy for them to get what they want.

ENFPs are basically happy unless confined to strict schedules or mundane tasks. ENFPs work best in situations where they have flexibility and can work with people and ideas. Many go into business for themselves. They can be quite productive without supervision if they're excited about what they're doing.

ENFPs have a strong need to be independent and resist being controlled or labelled. They need to maintain control over themselves, but they do not believe in controlling others. Their dislike of dependence and suppression extends to others as well as to themselves.

ENFPs are charming, risk-taking, sensitive, people-oriented individuals with capabilities ranging across a broad spectrum. They have many gifts which they will use to fulfill themselves and those near them if they are able to remain centered and master the ability of following through.

ENFJ - Extraverted iNtuitive Feeling Judging: The Giver

More so than any other type, ENFJs have excellent people skills. They understand, support, encourage, and care about people and have a special talent for bringing out the best in others.

Because ENFJ's people skills are so extraordinary, they may develop the ability to make people do exactly what they want them to do. ENFJ's motives are usually unselfish, but ENFJs who have developed less than ideally have been known to manipulate others.

ENFJs are so externally focused that it's especially important for them to spend time alone. Consequently, ENFJs might avoid being alone and fill their lives with activities involving others. ENFJs tend to define their priorities according to other people's needs and may not be aware of their own needs.

ENFJs are more reserved about exposing themselves than other extraverted types. They're unlikely to express their views or personal details if they perceive others would disapprove or be disappointed.

ENFJs do have definite values and opinions, which they're able to express clearly and succinctly, but are more focused on being responsive and supportive of others. When faced with a conflict between their values and serving others' needs, they are highly likely to value the other person's needs. Thus, the ENFJ may feel quite lonely even when surrounded by people, which is exacerbated by reluctance to reveal their true selves.

People love ENFJs. They're fun to be with, straightforward, and honest. ENFJs exude self-confidence and are energetic, and fast-paced. They're usually good at whatever captures their interest. ENFJs like organization and work hard at maintaining structure and resolving ambiguity. They tend to be fussy, especially with their home environments. In the workplace, ENFJs do well in positions where they deal with people, such as teaching and counseling.

ENFJs do not like impersonal reasoning, don't understand or appreciate its merit, and will be unhappy in situations where they're forced to deal with logic and facts disconnected from the human element. Their genuine interest in Humankind and exceptional intuitive awareness of people makes them able to draw out even the most reserved individuals. They're very loyal and trustworthy once involved in a relationship.

An ENFJ who has not developed their Feeling side may have difficulty making good decisions and may rely heavily on other people in decision-making processes. If they have not developed their Intuition, they may not see all possibilities and judge too quickly based on established value systems or social rules, heedless of the current situation. An ENFJ who has not found their place in the world is extremely sensitive to criticism, tends to worry excessively, and feel guilty. They're also likely to be very manipulative and controlling with others.

In general, ENFJs are charming, warm, gracious, creative, and diverse individuals with richly developed insights into what makes other people tick. This special ability to see growth potential in others combined with a genuine drive to help people makes the ENFJ a truly valued individual. As giving and caring as the ENFJ is, they need to remember to value their own needs as well as the needs of others.

ENTP - Extraverted iNtuitive Thinking Perceiving: The Visionary

With Extraverted Intuition dominating their personality, the ENTP's primary interest is understanding the world that they live in. They're constantly absorbing ideas and images about present situations. Using their intuition to process information, they're usually quick and accurate in sizing up a situation. Along with cousin ENFP, the ENTP has a deeper understanding of their environment than other types.

This ability to intuitively understand people and situations puts the ENTP at a distinct advantage in their lives. They generally understand things quickly and with great depth. Accordingly, they are quite flexible and adapt well to a wide range of tasks. Those with well-developed intuitive abilities become resourceful problem-solvers.

ENTPs are idea people. Their perceptive abilities cause them to see possibilities everywhere and spread their enthusiasm about ideas to others. In this way, they get the support that they need to fulfill their visions.

ENTPs are less interested in developing plans of actions or making decisions than they are in generating ideas. Following through on implementation of an idea is a chore to them. They may have difficulty finishing what they start, jumping enthusiastically from idea to idea.

The ENTP's auxiliary process of Introverted Thinking drives their decision-making process. Although the ENTP is more interested in absorbing information than in making decisions, they're quite rational and logical in reaching conclusions. When they apply Thinking to their Intuitive perceptions, the outcome can be very powerful indeed. A well-developed ENTP is extremely visionary, inventive, and enterprising.

ENTPs are fluent conversationalists, mentally quick, and enjoy verbal sparring with others. They love to debate issues and may even switch sides just for the love of the debate. When they express their own principles, they may speak abruptly and intensely.

The ENTP personality type is sometimes referred to the "Lawyer" type, quickly and accurately understanding a situation, and objectively and logically acting upon it based on an objective list of rules or laws. ENTPs who do not consider the human element in decision making may isolate themselves from their feelings and from other people.

The least developed area for the ENTP is the Sensing-Feeling arena. If these areas are neglected, the ENTP tends to ignore details in their life, may not value the input or others, or may be overly harsh and aggressive.

Under stress, the ENTP may lose their ability to generate possibilities and become obsessed with minor details that are not important to the big picture.

In general, ENTPs are upbeat visionaries. They value knowledge highly and spend much of their lives seeking a higher understanding. They live in the world of possibilities and become excited about concepts, challenges, and difficulties. When presented with a problem, they're good at improvising and discovering creative solutions. Creative, clever, curious, and theoretical, ENTPs have a broad range of possibilities in their lives.

ENTJ - Extraverted iNtuitive Thinking Judging: The Executive

ENTJs are natural born leaders. They live in a world where they see all sorts challenges to be surmounted and they want to be the ones responsible for surmounting them. They have a drive for leadership which is well-served by their quickness to grasp complexities, their ability to absorb vast quantities of impersonal information, and their quick and decisive judgments. They are "take charge" people.

ENTJs are career-focused and fit into the corporate world quite naturally. They are constantly scanning their environment for potential problems which they can turn into solutions. They generally see things from a long-range perspective and are usually successful at identifying plans to turn problems around. Their efforts, and the drive to visualize an organization's direction, makes them natural corporate leaders.

There is not much room for error in the world of the ENTJ. They dislike seeing mistakes repeated and have no patience with inefficiency. They may become harshly impatient because they don't believe they should tailor their judgments to consider others' feelings. ENTJs, like many types, have difficulty seeing things from outside their own perspective. But ENTJs also have little patience with people who don't see things the same way they do. The ENTJ needs to consciously work on recognizing the value of other people's opinions and feelings. In the absence of this awareness, the ENTJ will be a forceful, intimidating, and overbearing individual.

ENTJs are very forceful, decisive individuals. They make decisions quickly and are quick to verbalize them. An ENTJ with undeveloped Intuition will make decisions too hastily, without understanding all of the issues. On the other hand, an ENTJ with undeveloped Thinking will have difficulty applying logic to their insights and will often make poor decisions (*i.e.*, brilliant ideas and insights but little skill in actualizing them). An ENTJ who has developed in a less than ideal way may become dictatorial and abrasive - intrusively giving orders and direction without sound reasons for doing so, and without consideration for the people involved.

Although ENTJs aren't naturally tuned into the feelings of others, they frequently have very strong, powerful sentimental streaks that often go unrevealed because they believe such feelings to be a weakness. Because the world of feelings isn't where the ENTJ naturally functions, they may sometimes make rash value judgments or hold onto submerged emotions which are ill-founded, inappropriate, or unrealistic which and can cause rather serious problems.

ENTJs love to interact. As Extroverts, there's little that's more enjoyable and satisfying than having a lively, challenging conversation. They especially respect people who stand up to them and argue persuasively for their point of view.

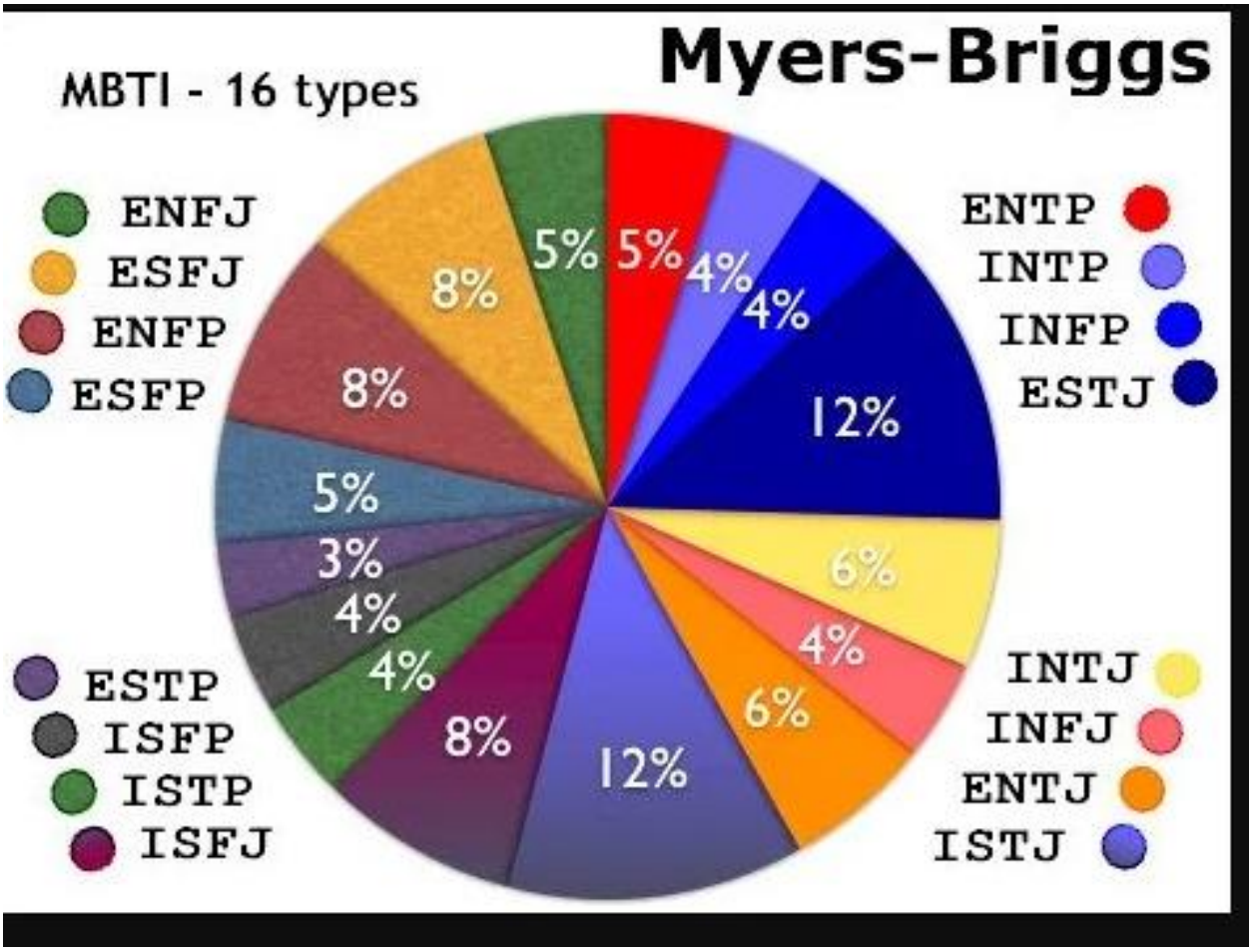
ENTJs want their homes to be beautiful, well-furnished, and efficiently run, their children well-educated and structured, and their spouse congenial and devoted. Because ENTJs are career-focused, they may be absent from home, physically or mentally.

The ENTJ has many gifts enabling them to have a great personal power but may neglect balance in their lives. They are assertive, innovative, long-range thinkers who can translate theories and possibilities into solid plans of action and have the tools to accomplish whatever goals they set.

Approximately 20% if the population will be somewhat atypical of their MBTI personality type. Possible reasons include:

- Context
- Gender
- Physiology
- Education
- Upbringing and influence

In other words, the conditioning provided by the person's environment can acclimatize them to display behavior that is not in keeping with their natural tendencies (*i.e.* they can be trained our of their natural tendencies, and the training need not be explicit).



While the personalities of everyone can be distributed between these 16 personality types, each brain is unique! No two brains are exposed to identical circumstances and influences. Consequently, it's very likely that your brain may be unique in the history of the universe!

The Keirsey Temperament Sorter

The Keirsey Temperament Sorter (KTS) is a self-assessed personality inventory designed to help people better understand themselves and others. It was first introduced in the book *Please Understand Me*. It is one of the most widely used personality assessments in the world. The KTS is closely associated with the Myers–Briggs Type Indicator (MBTI).

Keirsey expanded on the ancient study of temperament by Hippocrates and Plato. In his works, Keirsey used the names suggested by Plato: Artisan (iconic), Guardian (pistic), Idealist (noetic), and Rational (dianoetic). Keirsey divided each of the four temperaments into two categories (roles). The roles correlate with the roles of the 16 personality types described by Briggs and Myers.

Artisan

The Artisan temperament is one of four temperaments defined by Keirsey. Correlating with the SP (sensing–perceiving) Myers-Briggs types, the Artisan temperament comprises the following role variants (listed with their correlating Myers-Briggs types): Composer (ISFP), Crafter (ISTP), Performer (ESFP), and Promoter (ESTP). Artisans are concrete and adaptable. Seeking stimulation and virtuosity, they are concerned with making an impact. Their greatest strength is *tactics*. They excel at troubleshooting, agility, and the manipulation of tools, instruments, and equipment. The two roles are as follows:

- **Operators** are the directive (proactive) Artisans. Their most developed intelligence operation is *expediting*. The attentive Crafters and the expressive Promoters are the two role variants.
- **Entertainers** are the informative (reactive) Artisans. Their most developed intelligence operation is *improvising*. The attentive Composers and the expressive Performers are the two role variants.

Guardian

The Guardian temperament is one of four temperaments defined by Keirsey. Correlating with the SJ (sensing–judging) Myers–Briggs types, the Guardian temperament comprises the following role variants (listed with their correlating Myers–Briggs types): Inspector (ISTJ), Protector (ISFJ), Provider (ESFJ), and Supervisor (ESTJ). Guardians are concrete and organized (scheduled). Seeking security and belonging, they are concerned with responsibility and duty. Their

greatest strength is *logistics*. They excel at organizing, facilitating, checking, and supporting. The two roles are as follows:

- **Administrators** are the directive (proactive) Guardians. Their most developed intelligence operation is *regulating*. The attentive Inspectors and the expressive Supervisors are the two role variants.

- **Conservators** are the informative (reactive) Guardians. Their most developed intelligence operation is *supporting*. The attentive Protectors and the expressive Providers are the two role variants.

Idealist

The Idealist temperament is one of four temperaments defined by Keirsey. Correlating with the NF (intuitive–feeling) Myers-Briggs types, the Idealist temperament comprises the following role variants (listed with their correlating Myers-Briggs types): Champion (ENFP), Counselor (INFJ), Healer (INFP), and Teacher (ENFJ). Idealists are abstract and compassionate. Seeking meaning and significance, they are concerned with personal growth and finding their own unique identity. Their greatest strength is *diplomacy*. They excel at clarifying, individualizing, unifying, and inspiring. The two roles are as follows:

- **Mentors** are the directive (proactive) Idealists. Their most developed intelligence operation is *developing*. The attentive Counselors and the expressive Teachers are the two role variants.

- **Advocates** are the informative (reactive) Idealists. Their most developed intelligence operation is *mediating*. The attentive Healers and the expressive Champions are the two role variants.

Rational

The Rational temperament is one of the four temperaments defined by Keirsey. Correlating with the NT (intuitive–thinking) Myers-Briggs types, the Rational temperament comprises the following role variants (listed with their correlated Myers-Briggs types): Architect (INTP), Fieldmarshal (ENTJ), Inventor (ENTP), and Mastermind (INTJ). Rationals are abstract and objective. Seeking mastery and self-control, they are concerned with their own knowledge and competence. Their greatest strength is *strategy*. They excel in any kind of logical investigation such as engineering, conceptualizing, theorizing, and coordinating. The two roles are as follows:

- **Coordinators** are the directive (proactive) Rationals. Their most developed intelligence operation is *arranging*. The attentive Masterminds and the expressive Fieldmarshals are the two role variants.

- **Engineers** are the informative (reactive) Rationals. Their most developed intelligence operation is *constructing*. The attentive Architects and the expressive Inventors are the two role variants.

Artisan SP	**Guardian SJ**	**Rational NT**	**Idealist NF**
Promoter (ESTP)	Supervisor (ESTJ)	Field Marshal (ENTJ)	Teacher (ENFJ)
Crafter (ISTP)	Inspector (ISTJ)	Mastermind (INTJ)	Counselor (INFJ)
Performer (ESFP)	Provider (ESFJ)	Inventor (ENTP)	Champion (ENFP)
Composer (ISFP)	Protector (ISFJ)	Architect (INTP)	Healer (INFP)

Benefits of Studying Personality Type

- Identify/recognize your strengths and weaknesses. Maximizing strengths and minimizing weaknesses should make you more productive and fulfilled.
- Better able to control your emotions or other behaviors you'd like to change.
- It answers the question of WHY—why you think, feel, act, and react the way you do.
- It answers questions of HOW
  How can I stay motivated?
  How can I make better decisions?
  How can I better handle conflict and stress?
- You realize it's not *just* about YOU; it's also about THEM.

How Understanding Personality Type Benefits Our Work as Administrative Adjudicators

Communication

- Analyze and understand your natural communication style;
- See how the way in which you interact impacts others;
- Accommodate individual differences in others' communication styles; and
- Adapt your style of interaction to connect with differing personality types.

Leadership

- Make better decisions in ambiguous situations;
- Communicate effectively across personality types;
- Help other personality types reach their objectives;
- Build more successful working relationships; and
- Better utilize each other's special abilities.

Coaching and Training

- Identify strengths and weaknesses of others—the areas in which others are accomplished and the areas that need more development.
- Help others identify goals and implement strategies to attain those goals that will succeed because they match their personality type.

Dispute Resolution

- Better identify points of conflict;
- Communicate in a way that minimizes any conflict occurring because of a difference in personality type; and
- Distinguish true conflict and disagreement from other emotions:
    - Mere doubt or distrust
    - Negative emotions.

Decision Making

- Better analyze your decision-making process in light of your identified personality type.
- Produce more balanced, evidence-based decisions
- Reduce internal conflict during decision-making
- Avoid premature determinations and "analysis paralysis"

Influence Others

- Consider the information required by other personality types when you're communicating with them.
- Interact more persuasively with other personality types
- Convince other personality types of the correctness of your position.

Resources

1. Nardi, Dario. (2011). Neuroscience of Personality. Radiance House. ISBN 978-0-9798684-7-4

2. Stephenson, Richard N. (2014). Jungian: 16 Types Personality Test. RichardStep.com Publishing. http://richardstop.com

3. Kroeger, Otto; Thuesen, Janet M. (1989). Type Talk: The 16 Personality Types That Determine How We Live, Love, and Work. Tilden Press. ISBN 978-0-440-50704-8

4. https://www.personalitypage.com/html/ISTJ.html

5. Lilienfeld, Scott O.; Lynn, Steven Jay; Lohr, Jeffrey M. (2014). Science and Pseudoscience in Clinical Psychology. Guilford Publications. ISBN 978-1462517510.

6. Keirsey, David (May 1, 1998) [1978]. Please Understand Me II: Temperament, Character, Intelligence (1st ed.). Prometheus Nemesis Book Co. ISBN 1-885705-02-6.

7. "Keirsey.com Portrait of the Artisan". Retrieved 2011-04-18.

8. Montgomery, Stephen (2002). People Patterns: A Modern Guide to the Four Temperaments (1st ed.). Archer Publications. p. 20. ISBN 1-885705-03-4.

9. "Keirsey.com Portrait of the Guardian". Retrieved 2008-05-03.

10. "Keirsey Temperament Assessment". Keirsey Temperament Assessment.

11. Keirsey.com Portrait of the Rational.