

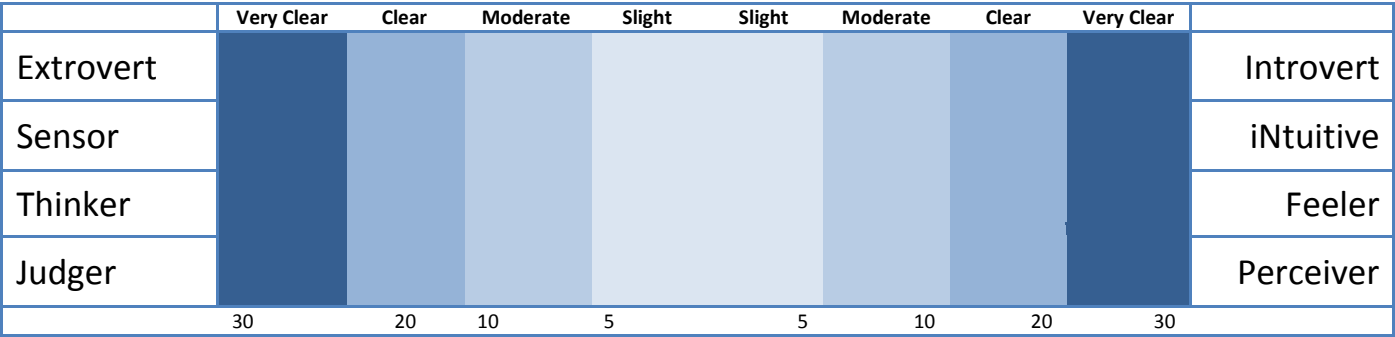
Sample
Myers Briggs Personality Report
INTJ (Introverted, Intuitive, Thinker, Judger)

This personality profile is intended to describe most commonly documented behaviors and characteristics of the INTJ personality type. The following descriptions will likely not apply to every INTJ. These differences depend not only on the strength of particular dimensions of personality, but individual experience and type development. Its recommended use is as a foundation for dialogue between Managers, Coworkers and Employees to better understand individual skills, talents and best fit within an organization.

Reported Preference: INTJ - The Scientist

Where you focus your attention	E	Extrovert Action-oriented, energy is directed toward events and people in the external world. Likes variety, enjoys interacting with others.	I	Introvert Reflective and contemplative, energy is focused on thoughts and inner experiences. Enjoys privacy and quiet work space.
How you take in information	S	Sensor Tend to focus on present reality and personal experience, preferring concrete things that can be experienced through the five senses.	N	iNtuitive Innovative and big picture-oriented, focusing on patterns, potential and possibilities. Enjoys solving new and complex problems.
How you make decisions	T	Thinker Decisions made through objective and logical analysis. Prefers to work in a technical, impersonal environment.	F	Feeler Decisions are made with concern for ideals, situational factors, and people. Prefers harmony with others, attuned to people's needs.
How you deal with the outer world	J	Judger Desires to make decisions, come to conclusions and experience closure. Enjoys organizing, finishing tasks, structure and order.	P	Perceiver Open and curious, prefers flexibility and adaptability. Enjoys exploring and may delay decisions until all viable options are considered.

Clarity of Preference:



INTJ General Description

INTJs are generally independent, insightful, and determined people. They have a rich mental life, and are constantly gathering and analyzing information and making associations about the world around them. They quickly understand and apply new ideas with a keen awareness of how these ideas fit in the larger scheme of things. They think and speak in clear yet abstract terms and enjoy arranging concepts into more efficient ideas.

INTJs are logically oriented, and although they enjoy considering a vast range of possibilities, they subject each new idea to rational scrutiny. They apply this critical attitude inwardly and typically hold extremely high goals and expectations for themselves. However, they may not apply this attitude to others, and often are distrustful of the promises and abilities of others. INTJs are constantly involved in some kind of conscious self-improvement, love to learn, and generally have a wide variety of academic and recreational interests, often including science, mathematics, and computers. INTJ tend to be excellent strategists and problems solvers, being quick to envision creative possibilities.

INTJs typically appear quiet and reserved, and are generally less communicative than other personality types. This is not because they desire to keep secrets, but because they don't see the need or value in sharing every detail. INTJs do not feel the need to be overly demonstrative of emotion, and usually prefer interacting one-on-one, or with small groups of people they know well, in quiet and relaxed settings. Although decisive, INTJs enjoy evaluating new thoughts and are often much more open to new ideas than their outer self-confident and deliberate demeanor might suggest.

INTJ Frequency: 2.1 % of population

INTJ Descriptors:

Logical	Skeptical	Contemplative
Organized	Concise	Scientific
Structured	Efficient	Prepared
Objective	Independent	Results driven
Decisive	Insightful	Conceptual
Analytical	Innovative	Resourceful

Value to an Organization

INTJs are independent and strategic workers with a tremendous potential to achieve. Their minds are constantly involved in the process of critically analyzing problems, systematically testing possibilities, and finding creative and ingenious solutions to problems. They envision the wider implications of a course of action and are able to translate their ideas into workable goals. INTJs demonstrate confidence in their ideas and intuitions, and work tirelessly to push themselves to achieve those goals. They value knowledge and competence in themselves and others, and rarely have trouble reaching their educational or professional objectives. INTJs make decisions carefully, and are often keenly aware of the inner workings of the whole organization and its moving parts. When it comes to significant decision making, INTJs combine both the big picture and applicable details better than any other type.

General Traits and Behaviors:

- Talent for understanding and applying technical and scientific concepts
- Motivated to identify and improve order, structure, and efficiency
- Able to troubleshoot and solve complex problems in creative, ingenious, and resourceful ways
- Value knowledge, competence, and efficiency in themselves and others
- Hold extremely high expectations and goals, and apply these standards most stringently to themselves
- Approach problems rationally, and remain calm, collected, and analytical
- Prefer to work independently and do their best work when alone
- Enjoy discovering and understanding how things work
- Tend to analyze situations objectively, and are willing to make tough decisions and take calculated risks

Potential Blind Spots:

- ❖ Usually more skilled at working with objects or ideas than people
- ❖ Will often under-communicate; their true intentions may be misunderstood
- ❖ Confidence may lead them to value their own opinions over others until proven differently
- ❖ May become bored when working with routine tasks and may seek out new problems to solve if their work is not challenging enough
- ❖ May become impatient when having to explain their ideas in detail to others
- ❖ May disregard procedures if they are viewed as inefficient
- ❖ When under stress, may appear highly critical, cold, distant or unapproachable
- ❖ May hold to their ideas so strongly that others may hesitate to challenge or approach them
- ❖ May focus on possibilities so much that they fail to fully consider present realities or constraints
- ❖ May not intuitively show the kind of praise or appreciation others may desire
- ❖ May come off as overly private, suspicious, or aloof

Organizational Culture and Environment

Ideal	Potentially Frustrating
Opportunity to devise and implement creative long-term strategies aimed at the efficient and effective use of a company's resources	Required to follow; no opportunity to create, provide feedback or strategize to improve efficiency
Adequate time and resources to finish projects and achieve high quality, tangible results	Decisions are required too quickly without adequate time for reflection and analysis
Company focused on logic versus emotion and quality over quantity	Leadership decisions are based on emotion versus logic
A wide variety of activities, problems to solve, and data to analyze—preferably technical in nature	Repetitive or routine work; high involvement with details and little opportunity for complex or creative problem solving
Quiet work space with minimal interruptions	Noisy environment with constant human interaction
Continual challenges with direct rewards for results	Results are based on people skills and the ability to empathize with others' needs
Opportunity to work autonomously and make independent decisions	Success is based on factors outside the INTJ's control
Organizational goals guided by a strategic vision	Changing or ill-defined goals and strategies

Communication

INTJs typically are people of many thoughts and few words. They abhor redundancy and hesitate to state the obvious, so their communications are frequently brief, and they assume they are understood. They speak in a calm, decisive, and clear manner and prefer not to repeat themselves. Their concern for efficiency surfaces in their communication as they focus on relaying only the essential elements of their ideas, leaving out (in their mind) unnecessary details, and sharing ideas only with select team members.

INTJs are often perceived as secretive and detached. They tend to keep ideas and plans to themselves and may not solicit the ideas of others in solving a particular problem. When they finally communicate their vision, they may speak in such general terms that others have trouble fully understanding. Without being privy to the INTJ's internal thought process, others may feel a little lost or not fully understand the INTJ's reasoning. If communication skills are underdeveloped, INTJs may strike others as being abrupt and short. Once INTJs understand the importance of rapport building and interpersonal relationships, they will usually work hard to incorporate more verbal communication into their overall strategy.

Communication Style:

- Relatively slow and infrequent communication although more precise and direct
- Will not fight for floor time to share ideas, and when asked, will likely only say things once
- Dislike discussing personal matters in a professional environment
- Must think about or internally process information before speaking
- Generally skilled at actively listening, considering what others have to say
- May have trouble sharing in conversations dominated by feelings rather than reason
- Speak and think in precise terms and are keenly aware of inconsistencies in others
- Tend to give general answers and avoid communicating complex details
- May intend open, honest, and sensitive communication, but be perceived as being opinionated, impersonal, and manipulative
- May come off as overbearing, dictating, arrogant, intimidating, or impatient

When Communicating with an INTJ:

DO	DON'T
Speak directly and precisely, put important details into writing	Talk about irrelevant matters or be inconsistent
Allow adequate time for them to formulate their thoughts, ask questions, and share their ideas	Interrupt their thoughts, demand an immediate response, talk over them, or crowd their space
Support your ideas with solid, practical evidence	Try to support your ideas with unreliable sources
Present them with factual information supported by expert opinions and empirical data, and allow them to arrive at their own conclusions	Exaggerate information or present it in an overly emotional or imaginative manner
Apologize in advance if you ask them to repeat themselves	Don't expect them to bang on the table or jump up and down in order to be heard

Introverts and Extraverts in Communication

As an Introvert, an INTJ will likely:

Seek calm, quiet time to reflect
Like to understand topics in depth
Process information internally
Wait for a pause before speaking
Are comfortable with silence

Prefer one-to-one interactions
Need time to think before changing perspective
Prefer to have information ahead of time
Listen more than talk
Share well-thought-out ideas or questions

Tips for Introverts Communicating with Extraverts

Extraverts like to be knowledgeable about recent events and connect often with supervisors, peers and subordinates. Communicate more information, and more frequently, than you would normally think necessary. Similarly, ask Extraverts more often for their input on key decisions, and share more of your internal thoughts underlying your decisions.

Let an Extravert know that you prefer to think things through before discussing. Most Extraverts like to think/talk and the same time, and will likely assume you're the same way unless told otherwise. If you're not ready to have a discussion, then let them know when you might be.

Even if you're not ready to share your thoughts, consider allowing them to share theirs. Extraverts often need to talk to think things through. Having someone to listen to them may be all they need in order to solve a problem.

Because Extraverts often think/talk at the same time, don't take every spoken word as written in stone. They may be just rolling around some ideas out loud and their opinions may not yet be solidified. If you're uncertain, ask them if what they've said is their final opinion on the topic, or if they are still thinking things through.

Try to talk more, show friendly emotion, and demonstrate that you are interested in a conversation. Give verbal and non-verbal cues: "yes, I see", "oh", "really?", nod your head, lean forward, and gesture with your body to indicate they have your attention by being outwardly involved.

Extraverts are likely to fill any silence with their own words, while you may be waiting for a longer pause in the conversation in order to insert your point of view. Understand their discomfort with silence is not an indicator of a lack of interest in your perspective, and assert yourself into conversation if you feel what you have to say is pertinent. Don't hesitate to speak up or ask for the floor.

Communicate with Extraverts for reasons other than to just relay pertinent information. Communicate to create social bonds, to network, to enhance personal as well as professional relationships. Understand that all communication can be valuable even if it doesn't have an immediate purpose. Recognize that Extraverts want/need more communication than Introverts do to establish trust and connection.

Be willing to confront issues when they occur, even if you have not had a chance to think them through thoroughly. Be open to having a discussion on the spot - but also let them know that your opinions are not as well thought out as you like and may change after having some time to sleep on the issue.

iNtuitives and Sensors in Communication

As an iNtuitive, an INTJ will likely:

Want to know implications and relationships
Like to brainstorm and imagine what could be
See patterns and understand the big picture
Use metaphors, analogies, and symbolic language
Be eager to apply theories, models, and frameworks

Become bored or impatient with details
Focus on the future and long-term implications
Be stimulated by possibilities, seek to create
Jump across topics exploring links
Feel hampered by barriers or limits

Tips for iNtuitives Communicating with Sensing Types

Recognize personality differences. iNtuitives see the big picture, patterns and meanings and can often make good sense of the abstract. Sensors see what is in front of them, what they have experienced, the concrete, real/present and here and now. Each sees a very different world and both perspectives are extremely valuable to making good decisions.

Plan ahead and be able to present your ideas in a concrete, organized way. Give way more details than you normally would, and be patient when Sensors ask questions about specifics. iNtuitives often speak in general terms, leaving out important pieces of information, assuming they are a given or unimportant to the big picture.

Likewise, explain in detail how you reached your conclusions. Don't assume that your listener can understand your internal thought process. iNtuitives routinely leap - often thinking the leap was quite obvious and that everyone else should leap with them. In truth, most people won't understand, and often feel like pertinent information was glossed over. Without sharing your insights as to how you reached a conclusion, your credibility may be questioned.

When presenting theories or your visions of possibilities for the future, provide concrete examples. Use an analogy by relating the new concept to an experience they may already be familiar with. For example, say "this idea is similar to what George Washington did...", or "this is just like..... with this one minor change".

Focus on immediate and practical consequences, and don't expect Sensors to be overly concerned about what might happen in the unknown future. To them it is like using a crystal ball - no one really knows what the future may bring, so keep your points targeted on the here and now, and how this information will impact them in the short-term.

Don't expect Sensors to be enthusiastic about change - anticipate quite the opposite, unless there is immediate and practical gain to be had and it is very clear. Give plenty of notice, and be specific as to how the change will help them achieve their goals.

Present information sequentially and in a logical order, and avoid going off on tangents. Frequently ask if there are any questions, and again, be patient when asked to give way more detail than you're comfortable with.

Thinkers and Feelers in Communication

As a Thinker, an INTJ will likely:

Use logic and analysis to spot flaws or weaknesses
Need to know why
List and consider pros and cons
Trust competence and expertise
Use precise and concise language

Debate or challenge information
Prefer information that is presented objectively
Create or use clearly defined criteria
Like competition and want to win
Are task and goal focused

Tips for Thinkers Communicating with Feeling Types

Spend more time than you normally would developing rapport before getting down to business. Feelers need to connect on a personal level in order to establish trust. Make sure this is done before diving in, especially if you're requesting their help.

Tune down your verbal critiques. Feelers tend to make most criticism personally, so be cautious when giving feedback, ensuring that you've given ample consideration to their feelings before sharing your objective perspective, even if it's meant to help them.

Don't be afraid to show a little emotion, and definitely don't show discomfort if a feeler demonstrates emotion in your presence. Feelers use their emotions to help them make decisions, and often they are a welcome/integral part of conversation.

Demonstrate how the information you are sharing affects people, don't just state the facts. Feelers want to evaluate how one action will impact others, so be sure to take these things into consideration when you are presenting your case. Talk about how your idea will help others, even if you think it is irrelevant or obvious.

Focus on developing a personal relationship and finding common goals before challenging their ideas. Make sure you state that you're challenging the idea, not them. Feelers may often think that if you don't value their ideas, then you don't value them. Be sure to separate the two, going as far as saying something like, "I totally appreciate your ideas, but I have a few questions about this one that leaves me uncertain". A good rule is to pair a genuine compliment with a critique.

Understand that Feelers desire (require) a peaceful and harmonious environment. They tend to ruminate about conflict and disagreements until they are resolved, which can reduce productivity and foster long-term resentment. Be sure to mitigate conflicts and return harmony to the workplace quickly.

Feelers are motivated to be valued and needed within the organization. In order to feel fulfilled, they want to be liked and appreciated – and need this demonstrated much more often than a Thinker would. Show them or tell them regularly (i.e. once a week) how much you value their contributions. Be sure compliments are well thought out, genuine and specific (an email saying "Hey John, nice job" will not do). Introverted Feelers appreciate a personal pat-on-the-back, Extroverted Feelers enjoy public displays of appreciation.

Thinkers tend to revel in competition and winning. This is a good thing unless it is in a situation where sharing of ideas, collaboration and compromise are required. When dealing with Feelers, aim toward cooperation and finding common ground. "Winning" a conversational debate may turn into a loss if a Feeler shuts down because they feel the environment is too competitive.

Judgers and Perceivers in Communication

As a Judger, an INTJ will likely:

Reach conclusions and make decisions quickly
Are punctual and expect others to be on time
Like organized and efficient communications
Are uncomfortable with open-ended, flowing discussions
Want to have information ahead of time

Establish clear expectations, timelines, and objectives
Communicate well-defined tasks and consequences
Prefer structured and scheduled interactions
Like to have some control and set limits
Expect themselves and others to meet deadlines

Tips for Judgers Communicating with Perceiving Types

Perceivers need to feel that, in order to make an optimal decision, all options have been considered. They excel at coming up with alternatives that a Judger may not have evaluated. Judgers enjoy making decisions quickly, and sometimes lose patience with a perceiver's "meandering". Try to set aside some time for exploring options before making a decision. To be efficient with time, let the Perceiver know that you would like to hear their top two best ideas, and give them a specific amount of time to present. Demonstrate that you've considered their ideas before making a final decision.

Be willing to really listen to their concerns and reevaluate your decisions when necessary. Judgers tend to "close the door" once a decision is made – they may even listen to conflicting information, but it often doesn't penetrate into the deeper level of consciousness to get them to re-open the case. Understand this is your nature - to sometimes screen out things you disagree with. Often a Judger will need to hear something several times before being open to re-evaluation. If it is extremely important, tell a Perceiver "no for now" to demonstrate that you're not shutting them down completely.

Judgers prefer structure, perceivers prefer flexibility. When working with a Perceiver, create a timetable with a clearly defined goal and specific milestones, then allow the Perceiver the autonomy to get things done when and how they prefer. Do not micromanage them, yet you must definitely give them hard and fast deadlines (and stick to them). A Perceiver will get something done when it needs to be done. It's best to communicate the what/when, (not the how) and again, be clear.

Perceivers tend to follow new inspirations and thoughts as they arise. Use your skills of staying on point to redirect conversations, maybe saying "yes, that is a great idea – let's put that on our agenda for the next meeting. Today let's try to reach a conclusion on x, y and z".

Develop the patience to leave some projects and ideas unfinished at the moment. Perceivers need to explore options, and sometimes that requires additional research.

Ask questions to help them organize new information and narrow their options by restating goals and prioritizing ideas accordingly. Perceivers can lose track of time in the analysis of information and array of possibilities. Remind them what is most important right now.

Managing the INTJ

INTJs expect their superiors to be knowledgeable and competent. A supervisor must earn the respect of INTJs by demonstrating ability and achievement. They are motivated from within and tend to set extremely high standards for their own performance and achievement. They require independence and work best in a quiet environment where they can tackle difficult problems in innovative ways.

INTJs subject everything they perceive to critical analysis, including their superiors. An INTJ's self-confidence is derived from their own inner appraisal, and they may find it difficult to report to or receive feedback from someone whom they have determined to be less competent. INTJs usually have exceptional skill working with objects and ideas, but they may lack insight when working with people and may need coaching on how to better consider other peoples' feelings or show appreciation.

INTJs are motivated by:

- Working toward the high standards they set for themselves
- The opportunity to creatively solve difficult and complex problems
- Increased responsibility and autonomy
- The opportunity to delve deeply into a particular area of interest

When Managing an INTJ:

DO	DON'T
Demonstrate competence in your position	Lack direction or change expectations and goals
Recognize their accomplishments privately	Be overly emotional when giving praise
Clearly communicate expectations and allow them to complete projects independently	Dictate or closely supervise
Persuade using logic; give rationale for following prescribed rules or procedure	Expect them to follow directives without objective reason
Give constructive criticism directly, provide consistent consequences for poor performance	Worry about their reaction to your criticism; they are most likely harder on themselves than you are
Give them objective and quantifiable goals in writing, and challenge them to continually improve	Expect them to move quickly unless given firm deadlines
Provide them with successive new projects with greater problems to solve	Bore them with continually routine or tedious work
Routinely discuss professional development and career path	Forget that they are very capable leaders, though they may choose to remain in the background

INTJ Coping Strategies

INTJ Learning Styles:

- ❖ Prefer a structured, quiet learning environment
- ❖ Enjoy learning theoretical concepts
- ❖ Prefer independence to learn material at their own pace
- ❖ Learn best when ideas are presented with respect to the wider context
- ❖ Tend to actively make associations among ideas
- ❖ Prefer to have opportunity for reflection and solidification of ideas
- ❖ Enjoy being able to explore and study in-depth areas of particular interest

INTJs and Conflict:

- ❖ Enjoy a lively debate, tend to be skeptical and not affected by the challenge of ideas
- ❖ Will argue on the basis of logic and reason, will not make conflict personal
- ❖ Prefer to settle differences based on facts and fairness rather than on appeasing people
- ❖ Confront conflict directly and will not take conflict or criticism personally

INTJs and Stress:

- Triggers:
 - Being required to move too quickly, continual interruptions that distract from concentration
 - Working with too many details and routine, mundane tasks
 - Spending a significant amount of energy on personal issues
 - When current realities don't align with logical frameworks or when carefully thought out plans fail
- Under Stress, INTJs:
 - May appear arrogant and inflexible
 - Can become so involved with analyzing details that no action is taken (analysis paralysis)
 - May under/over eat, sleep, or exercise
 - May dismiss other opinions and insist that their way is the only right way
- INTJs can reduce and relieve stress by:
 - Spending time alone to reorganize their priorities
 - Reflecting on the reality of a situation
 - Spending leisure time on activities that require strategic thinking

Leadership Style

INTJs make effective leaders because they are at once able to grasp the complexity of the current issue and envision strategic solutions. They often cut to the chase – pinpointing the problem and staying focused. Others often know where they stand with the INTJ as they like to take clear positions. Appearing calm, confident and self-assured, they take action quickly once a decision has been made. They are usually fair and consistent leaders, often thinking it is more important to be fair than to be liked. They usually have decision-making processes in place which are derived from their systematic principals. Working deliberately, they use their unique skills to focus on long-term goals and translate theories into detailed action plans. They act independently with exceptional precision and creativity, and with an eye on efficiency. Most often, the INTJ is quite tolerant and flexible, though they demonstrate these qualities more subtly.

Although brilliant at resolving the most complicated impersonal issues, INTJs in leadership positions may have difficulty effectively managing their subordinates. Just as they prefer not to communicate the details of their ideas, they may neglect to provide enough direction to allow others to work toward the INTJ's goals. In developing their strategic long-range plans, they may also neglect to fully consider the impact on others' feelings. Their tendency to under-communicate can inadvertently make subordinates feel disconnected and out of the loop. As the INTJ generally does not communicate unless something is important, they may forget to praise their team for good work, and may only connect when their critical eye has identified an area that needs improvement.

Strengths	Weaknesses
Seek to develop a vision of what is possible	May not involve other people in the development of their vision
Identifying complex patterns underlying observations and maintaining a long-term vision	May become too focused on possibilities that they ignore present data
Implementing strategic plans toward clear goals	May not be able to effectively manage people
Influence by dedication and intellectual depth	Less likely to lead by active force or directives
Willing to confront behavior that is inconsistent with company goals	May only communicate their vision in situations where actions do not conform, and may not give positive feedback often, as they feel it is obvious or redundant if given more than once
Careful and direct communicators, hate to waste time with meaningless talk	May not give enough direction or become frustrated if the outcome is not up to their standards
Expect independence and initiative from their subordinates	May become frustrated by others' inability to problem-solve or impatient when having to state the obvious

Teamwork

Although INTJs excel at working independently, they appreciate the value of teamwork as a way to improve efficiency and quality. They bring to a team both the motivation to achieve and innovative ideas as to how to reach the high standards that they set. Often capable of taking a leadership role in the team, they are masterful at planning ahead and ensuring that a quality product is achieved within a given time frame.

At the same time, teamwork can be rather frustrating for INTJs who find it much simpler to work independently. They may not communicate their ideas very often or neglect to keep all group members fully informed, potentially leading to interpersonal conflict. Their ideal team environment includes a small group of committed and competent people – each member making an important and definite contribution.

INTJs in a Team Environment:

- ❖ Focus the work of the team on a specific goal and challenge the team to improve and achieve
- ❖ Lead the team to a fuller understanding of the underlying concepts and principles involved
- ❖ Find creative ways to overcome apparently insurmountable obstacles
- ❖ Understand how the organization works and are able to develop an appropriate course of action

Potential Blind Spots:

- May believe that the time and energy involved in group work decreases efficiency and quality
- May stubbornly insist on their own ideas, rather than collaborating with group members
- May not sufficiently account for current and practical considerations
- May not express appreciation for the contributions of others, especially if the INTJ feels the group member is incompetent or has not put forth enough effort

When working with a team, an INTJ is encouraged to:

- ❖ Communicate more information, more often than you think is necessary, and more than once, especially with extraverts.
- ❖ Share your ideas before they are fully developed; allow others to understand and contribute
- ❖ Routinely express praise and appreciation for effort and work done
- ❖ Consider how your approach will impact others' feelings and emotions
- ❖ Solicit feedback on how to be a more effective communicator and demonstrate compassion
- ❖ Practice focusing on details and specifics, not just in terms of abstractions
- ❖ Look for meaning in your experiences and seek a variety of experiences

More Information on the Dynamics of Personality Type

Part of what makes the Myers-Briggs Type Indicator a reliable and well-respected measure of personality is that it explores the relationships of each characteristic as they are combined with each other. From this arises a hierarchy of trait preferences. Although everyone must use each function at some point, each type will use one more naturally than others – this is called their dominant trait. For example, although INTJs may use their extroverted Thinking to use reason and logic when making decisions, they are first and foremost driven by their introverted iNtuition to recognize patterns and understand complex theories.

The order of preferences is largely developmental. As a person grows and matures, they will maintain their dominant and secondary preferences, but achieve a greater balance and proficiency among less developed preferences. For example, as the Feeling dimension of an INTJ develops, they learn which circumstances require a consideration of situational factors (Feeling) and which circumstances need to be analyzed objectively (Thinking) and may become quite adept at both.

An INTJ's primary talents are associated with their dominant characteristic—Introverted Intuition. The dominant function is one that is likely to be used most enthusiastically, with the highest degree of confidence. INTJs enjoy:

- ❖ Recognizing and developing patterns for understanding the world
- ❖ Exploring the complexities and implications of ideas

The INTJ's secondary and slightly less utilized talents relate to their Extroverted Thinking characteristics:

- ❖ Creating logic and order in the external world
- ❖ Observing situations objectively

Less developed are the INTJ's Introverted Feeling characteristics:

- ❖ Outwardly living in congruence with their internal core values
- ❖ Recognizing and responding to the beliefs and emotional needs of others

Most underdeveloped is the INTJ's Extroverted Sensory qualities, relating to their ability to:

- ❖ Experience and enjoy the world through the five senses, live in the moment
- ❖ Being present, Paying attention to full array of sensory details in the current situation

Careers

INTJs tend to have careers which allow them to solve complex technical problems using their intellect and insight. They have a knack for seeing the big picture and applying information logically to reach a solution. They often work well with minimal people or other distractions nearby, and are able to concentrate deeply on their work. Typically, INTJs work best with consistent goals and due dates, and may prefer more structure than necessary if it ensures that everything gets done on time.

Strengths

Technically-oriented, logical	Objective, fair, decisive
Innovative, future-oriented	Organized, structured
Driven to understand, learn	Able to see potential/possibilities
Calm in crisis	Independent and self-directed

Because INTJ's dominant function is Introverted iNtuition, they most enjoy careers where they can develop complex systems of ideas which they can apply to their work. They are keenly able to identify patterns and trends in ideas, and often provide creative and ingenious insights. INTJ's secondary function is Extroverted Thinking which means that they also prefer careers where they can create order and rationale in their outer world. They often make good managers because of their ability to identify problems and solutions and act quickly and decisively.

Possible Career Paths for the INTJ:

The following list of potential career paths includes those commonly pursued by INTJs, as well as those whose typical duties match the general strength of this personality type. It is not designed to be an exhaustive nor exclusionary list, as INTJs have found success and satisfaction in a wide variety of occupations.

- ❖ Scientist, Researcher, Inventor
- ❖ Engineer: Civil, aerospace, nuclear, mechanical, chemical
- ❖ University Professor, Administrator
- ❖ Medical: Physician, Dentist, Psychiatrist, Surgeon
- ❖ Corporate Strategist or Organization Builder
- ❖ Finance, Controller, CFO
- ❖ Business Administrator/ Manager
- ❖ Military Leader
- ❖ Lawyer / Attorney/ Judge
- ❖ Computer Analyst, Engineer, Developer
- ❖ Management Consultant

Job Families and Occupations for INTJs

The following page presents 20 broad occupational categories, or "job families," and a number of specific occupations and show how they rank in popularity among INTJs. This ranking is based on information from a sample of more than 92,000 people in 282 jobs who said they were satisfied with their jobs. There were 4,190 INTJs in this sample.

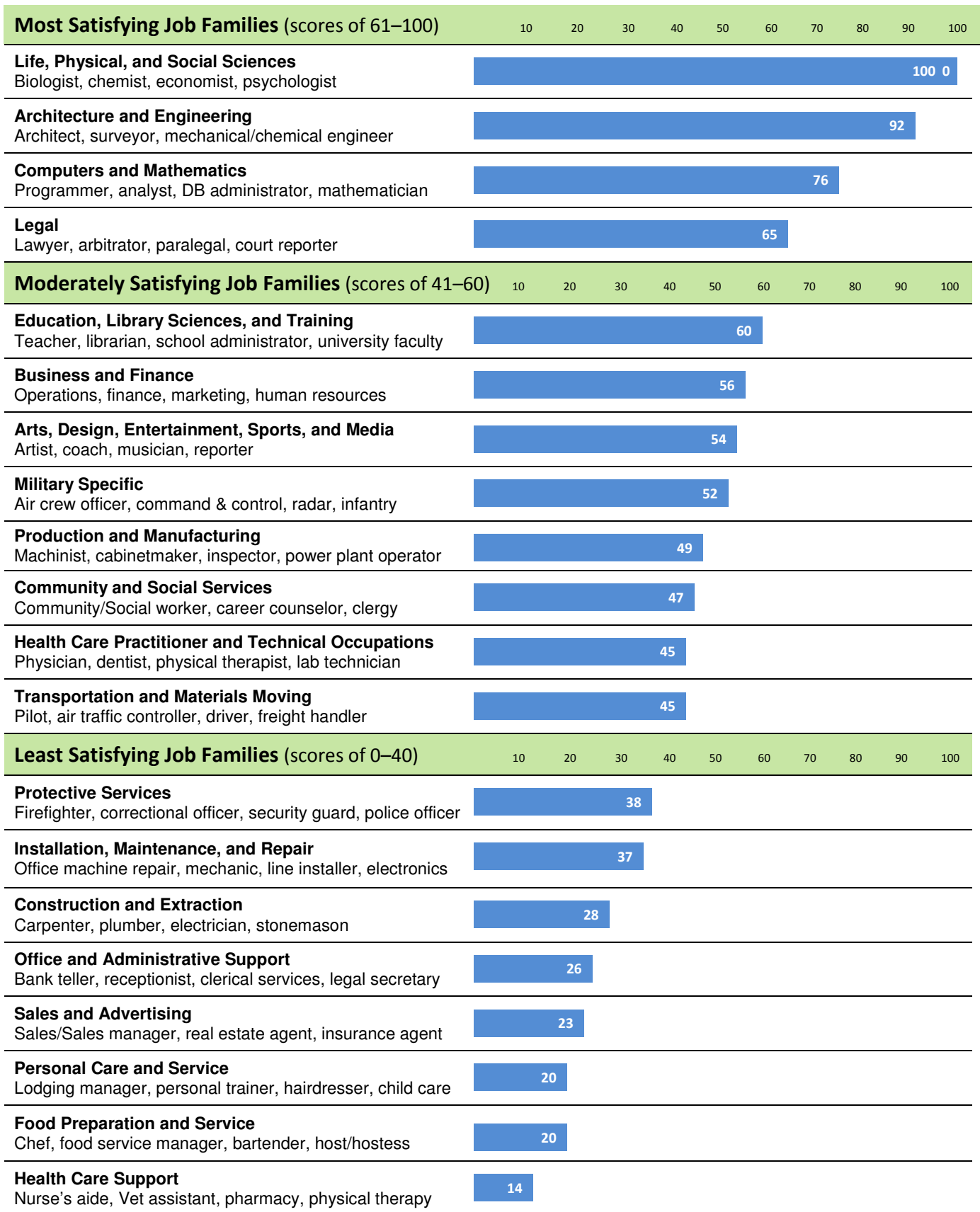
The chart on the next page shows the popularity of 20 job families among INTJs divided into three groups: those most attractive to INTJs, those moderately attractive, and those least attractive. The longer the bar on the chart, the more attractive the job family. Those job families listed as most attractive to INTJs offer the best opportunity for them to find an occupation in which you can use their natural preferences and be satisfied. Those listed as moderately attractive are dependent on how well the tasks and work environment for specific occupations fit with your preferences. Those least attractive are associated with occupations in which INTJs are least likely to express preferences. These may require an INTJ to work "against the grain".

The following pages list specific occupations ranked by their popularity among INTJs. The most popular occupations are shown first, followed by the least popular.

Job Families and Occupational Lists

When comparing job families and the two occupational lists, it may not be entirely clear which occupations fit within which job families. For example, does a particular health care occupation belong in Health Care Support or in Health Care Practitioner? To help you see the relationship, a "Career Trends" summary is provided with your most popular occupations list.

If you would like more information about how job families and specific occupations are related, you can go online to <http://online.onetcenter.org> and click on "Find Occupations." On the Find Occupations page, go to the pull-down menu "By Job Family or All Occupations." When you select one of these categories, you will be provided with a list of all specific occupations within that category, each of which is further explained.



ISTJ	ISFJ	INFJ	INTJ
<p>Quiet, serious, earns success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decides logically what should be done and works toward it steadily regardless of distractions. Takes pleasure in making everything orderly and organized – their work, their home, their life. Values traditions and loyalty.</p>	<p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough and accurate. Loyal, considerate, notices and remembers specifics about people who are important to them, concerned with how others feel. Strives to create an orderly and harmonious environment at work and home.</p>	<p>Seeks meaning and connection in ideas, relationships, and work. Wants to understand what motivates people and they are insightful about others. Conscientious and committed to their firm values, develops a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly sees patterns in external events and develops long range explanatory perspectives. When committed, organizes a job and carries it through. Skeptical and independent, has high standards of competence and performance – for themselves and others.</p>
ISTP	ISFP	INFP	INTP
<p>Tolerant and flexible, quiet observers until a problem appears, then acts quickly to find workable solutions. Analyzes what makes things work and readily gets through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organizes facts using logical principals, values efficiency.</p>	<p>Quiet, friendly, sensitive, and kind. Enjoys the present moment, what’s going on around them. Likes to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislikes disagreements and conflicts, does not force their opinions or values on others.</p>	<p>Idealistic, loyal to their values and to people who are important to them. Wants an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seeks to understand people and to help them fulfill their potential. Adaptable and accepting unless a value is threatened.</p>	<p>Seeks to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Has an ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.</p>
ESTP	ESFP	ENFP	ENTP
<p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them - they want to act energetically to solve the problem. Focuses on the here-and-now, spontaneous, enjoys each moment that they can be active with others. Enjoys material comforts and style. Learns best through doing.</p>	<p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoys working with others to make things happen. Brings common sense and a realistic approach to their work, and makes work fun. Flexible and spontaneous, adapts readily to new people and environments. Learns best by trying a new skill with other people.</p>	<p>Warmly enthusiastic and imaginative. Sees life as full of possibilities. Makes connections between events very quickly, and confidently proceeds based on the patterns they see. Enjoys affirmation from others, and readily gives appreciation and support. Spontaneous and flexible, often relying on their ability to improvise and their verbal fluency.</p>	<p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way. Enjoys learning and exploring new interests.</p>
ESTJ	ESFJ	ENFJ	ENTJ
<p>Practical, realistic, matter-of-fact. Decisive, quickly moves to implement decisions. Organizes projects and people to get things done, focuses on getting results in the most efficient way possible. Takes care of routine details. Has a clear set of logical standards, systematically follows them and wants others to also. Forceful in implementing their plans.</p>	<p>Warmhearted, conscientious, and cooperative. Wants harmony in their environment, works with determination to establish it. Likes to work with others to complete tasks accurately and on time. Loyal follow through even in small matters. Notices what others need in their day-by-day lives and tries to provide it. Wants to be appreciated for who they are and for what they contribute.</p>	<p>Warm, empathetic, responsive and responsible. Highly attuned to the emotions, needs, and motivations of others. Finds potential in everyone, wants to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitates others in a group, and provide inspiring leadership.</p>	<p>Frank, decisive, assumes leadership readily. Quickly sees illogical and inefficient procedures and policies, develops and implements comprehensive systems to solve organizational problems. Enjoys long-term planning and goal setting. Usually well informed, well read, enjoys expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>