

Summary of the 4-Letter Types

These summaries on each of the sixteen 4-letter types will allow you to capitalize on your strengths and compensate for your challenges. They were adapted by Graham White of www.incrediblepotential.com and based on the Jungian personality types as described in the book Do What You Are by Tieger and Barron-Tieger. If you wish to use this material, Graham asks that you cite the website www.personalitytype.com as a source.

The 16 personality types are listed in the following order:

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- 4) INTP, p.8
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- 6) ENFJ, p.12
- 7) ISFP, p.14
- 8) INFP, p.16
- 9) ESTP, p.18
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I am great at getting things done. I like to run the show and make things happen. I am responsible, conscientious and faithful to my commitments. I like structure and can remember and organize many details. I systematically set about achieving my goals on schedule and as efficiently as possible. I am driven to make decisions. Often I base my decisions on my own past experience. I am logical, objective and analytical and have great reasoning power. In fact, I am unlikely to be persuaded by anything but logic. I am realistic, practical and matter-of-fact. I am more interested in “real things” than in intangibles, such as abstract ideas and theories. I tend to not be interested in subjects for which I see no practical application. I know what is happening around me and am concerned primarily with the here and now. Because I live by a certain set of rules, I am consistent and dependable. I tend to be traditional and interested in maintaining established institutions. I am consistent in my relationships, although my emotional and social life is not as important to me as other aspects of life. I am comfortable judging others and can be a crisp disciplinarian. I am outgoing, sociable, direct and friendly. I am usually easy to get to know since “what you see is what you get.”

POSSIBLE BLIND SPOTS

Because I adopt a strict code of ethics for both myself and others, I can be seen as dictatorial in my attempts to impose my standards of behavior on others. Attempting to be more flexible and open-minded will prevent me from becoming rigid. Being a logical and impersonal analyst, I don’t naturally consider the impact my decisions have on others. I can be seen as cold and uncaring and often need to become more aware of my own feelings as well as more respectful of the thoughts and feelings of others. Since I am naturally critical, I usually don’t demonstrate my appreciation of the positive attributes or contributions of those around me. I need to become more aware of the talents and efforts of others and then offer compliments and praise. Sometimes I am so intent on my own plans that I don’t stop to listen to what others have to say. Because I don’t naturally ask “what if”, I often miss possible meanings, implications, connections and patterns. I often jump to conclusions without gathering all the necessary information or taking the time to fully understand a situation. An easy way to protect against being closed-minded would be for me to wait a few seconds before speaking, giving others a chance to offer input. I need to learn to consciously delay making decisions until I have considered more information, especially alternatives I may have overlooked. Once I have been able to relinquish some of the control I seek and have learned to see that there are gray areas in life (rather than only black and white) I become more adaptable.

CONSIDER THE LONG-RANGE CONSEQUENCES IN WEIGHING OPTIONS

Attempt to look down the road and imagine how my goals or needs may change as I progress and age. Make a list of what my needs are now and predict how they may be different one year, five years and ten years from today. Consider this information in making a decision with long-ranging implications.

ESTABLISH RAPPORT WITH OTHERS. DON’T BE BRUSQUE OR TOO PROFESSIONAL

Take a moment to relax before heading into a stressful meeting. Don’t let the seriousness of the meeting affect my attitude negatively.

AVOID BEING RIGID AND INFLEXIBLE IN NEGOTIATIONS OR CONVERSATIONS

Give positive feedback before offering any criticism, knowing others can be offended and put off by a negative comment. Find an efficient assistant. Implement efficiency systems and require subordinates to use them. Provide agendas to help people prepare for tasks and meetings. Seek advice and opinions of colleagues who are different from me. Join professional organizations and create opportunities to network. Make sure to work around a lot of people to stay stimulated; delegate solitary tasks if possible. If not in management, find a project that needs doing and volunteer to lead the effort. Ask others to be explicit about their expectations when giving me a task. Become part of a team.

MY STRENGTHS

- Practicality and focus on results
- Forcefulness in dealing with my commitments; I can be tough when necessary
- Ability to stay focused on an organization's goals
- Precision and accuracy; desire to get the job done right
- Desire to follow established routines and procedures
- Belief in the value of a traditional structure and the ability to work within it
- Sense of responsibility; I can be counted on to do what I say
- Strong work ethic; I need to be efficient and productive
- Common sense and realistic perspective

MY CHALLENGES

- Impatience with those who don't follow procedures or who ignore important details
- Reluctance to embrace new, untested ideas
- Discomfort with and/or resistance to change
- Little patience with inefficiency or processes that take too long
- Focus on present needs at the expense of future ones
- Tendency to overrun people in an effort to meet my goals
- Inability to see future possibilities
- Lack of sensitivity about how other people will be affected by policies and decisions
- Difficulty listening to opposing viewpoints; I may interrupt frequently

SLOW DOWN, CONSIDER IMPLICATIONS FOR PEOPLE AND BE FLEXIBLE.

I am a great leader and decision maker. I easily see possibilities in all things and am happy to direct others toward making their vision become a reality. I am an ingenious thinker and a great long-range planner. Because I am so logical and analytical, I am usually good at anything that requires reasoning and intelligence. Driven to achieve competence in all that I do, I can naturally spot the flaws that may exist in a situation and see immediately how to improve them. I strive to perfect systems rather than simply accept them as they are. I enjoy working with complex problem solving and am undaunted in my pursuit of mastery of anything I find intriguing. I value truth above all else and am convinced only by logical reasoning. Eager to continually add to my base of knowledge, I am systematic about planning and researching new things. I enjoy working with complex theoretical problems and work toward the pursuit of mastery of anything I find intriguing. I am much more interested in the future consequences of actions than in the present condition of things. A natural leader with a hearty and frank style, I tend to take charge of any situation that I find myself in. I am a good organizer of people because I have the ability to see ahead and then communicate my vision to others. I tend to live by a rather strict set of rules and expect others to do so as well. Therefore, I tend to be challenging and push others as hard as I push myself.

POSSIBLE BLIND SPOTS

Owing to my desire to move on the next challenge or toward my larger goal, I sometimes make decisions too hastily. Slowing down occasionally will give me the chance to gather all relevant data and consider the practical and personal ramifications of my actions. My action orientation propels me to act on my decisions as soon as they are made rather than stopping to double check my facts and the realities of the situation. Because I take a logical approach to life, I can be tough, blunt, impatient and insensitive to the needs and feelings of others when I don’t see the logic of those feelings, even if the feelings are my own. When I allow my feelings to go ignored or unexpressed, I can find myself overreacting emotionally. I am particularly prone to this if I perceive someone to be questioning my competence, especially if it is someone I respect. I can have explosive reactions to seemingly insignificant situations and these outbursts can be hurtful to those close to me. I am more effective and happy when I give myself time to consider and understand how I really feel. Giving my emotions a constructive outlet rather than allowing them to take over my personality will actually allow me to stay more fully in control (a position I enjoy and strive for). Surprisingly, I may actually be less experienced and competent than my confident style indicates. I will increase my personal power and rate of success by allowing myself to take some reasonable and valuable assistance from others.

AVOID MAKING DECISIONS TOO QUICKLY

Take time to gather all the relevant, albeit mundane facts. Refer to my list of criteria and be sure to ask all the necessary questions so that I have an accurate and realistic picture of the task. Reflect before acting. Ask myself what I really want and how a potential task fits with the things that are important to me. Be honest with myself and add those values to my list of criteria.

DO NOT TO APPEAR TOO AGGRESSIVE OR PUSHY

Realize that I may appear overconfident and arrogant and unintentionally insult people by refusing to consider a position I disagree with. Think of everyone I meet as someone with whom I may have to work with one day and do all that I can to establish good relations with them.

ENTJ cont'd.

BE PATIENT WITH ALL PHASES OF THE PROCESS, EVEN THE DETAILS

Don't overlook the practical considerations of a task in lieu of the more interesting aspects. Check out the time investment and costs associated with a task to be sure they are budgeted into my overall plan. Delay starting my task until I have fully researched my resources and am sure I will be able to complete it to my high standards before plowing ahead.

WORK ON DEVELOPING ACTIVE LISTENING SKILLS

Realize that I sometimes may interrupt others before they finish speaking because I have anticipated (correctly or incorrectly) what they are about to say. Instead, wait a few seconds after they have finished speaking and check with them to make sure I understood what they meant. Remember that, rather than appearing confident and competent, I may come across as impatient and domineering. Make a conscious effort to curb that tendency by giving the other people plenty of time to gather their thoughts and finish their sentences.

MY STRENGTHS

- Ability to see possibilities and implications
- Aptitude for creative problem solving; ability to examine issues objectively
- Understanding of complex issues
- Drive and ambition to succeed
- Confidence and natural leadership ability
- Strong motivation to be competent and to excel
- High standards and strong work ethic
- Ability to create systems and models to achieve my objectives
- Courage to take bold steps and the drive to reach goals
- Logical and analytical decision-making skills
- Decisiveness and strong organizational skills
- Comfort with technology; I'm a quick learner

MY CHALLENGES

- Impatience with others who are not as quick as I am
- Brusqueness and lack of tact and diplomacy
- Tendency toward hasty decision-making
- Lack of interest in mundane details
- Tendency to want to improve something that doesn't need improving
- Tendency to intimidate or overpower others
- Tendency to not take the time to adequately appreciate and praise others
- Reluctance to reexamine issues already decided
- Propensity to overemphasize work life to the detriment of home life

SLOW DOWN, FOCUS ON THE DETAILS AND TUNE INTO OTHERS' NEEDS.

3) ISTP- Introverted, Sensing, Thinking, Perceiving *“Doing the Best I Can With What I’ve Got”*

I am a straightforward, honest and pragmatic person who prefers action to conversation. I am unpretentious and often have a good understanding of the way things work. Because I am analytical, I am most interested in the impersonal and underlying principles of things. I have an innate understanding of how mechanical things work and I am usually skilled at using tools and working with my hands. I tend to make logical and private decisions, stating things clearly and directly, just as they seem to me. Curious and observant, I tend to be convinced only by hard, reliable facts. I have a great respect for facts and can be a veritable storehouse of information on the things I know well and understand. Because I am a realist, I am able to capitalize well on available resources, which makes me practical with a good sense of timing. Quiet and reserved, I tend to appear cool and aloof and am inclined towards shyness except when with good friends. I am self-leading, egalitarian and fair. I tend to operate on impulse, so I am quite adaptable and responsive to immediate challenges and problems. Because I thrive on excitement and actions, I usually like the outdoors and sports.

POSSIBLE BLIND SPOTS

Because I make judgments privately, I often keep even the most important issues to myself, which can leave the people in my life in the dark about what is going on. I have difficulty sharing my reactions, feelings and concerns with others because I feel it unnecessary. I need to accept that other people want and need to know what is going on in my life and realize I am the only one who can provide an accurate explanation. I am so realistic that I can usually see ways of minimizing effort on almost all projects. Because of my desire to have free time, I often don’t prepare more than is absolutely necessary and may not stick with a project to its’ conclusion. This can lead to cutting corners. Mapping out a plan, complete with all the steps and details, will help my curb my potential lack of initiative and reduce my apparent indifference. Because I am constantly on the alert for new sensory information and prefer to keep all my options open, I may be indecisive. My need for excitement can make me reckless and also easily bored. Setting goals and making serious commitments to people and things will help me avoid the common disappointments and dangers of such a potentially haphazard lifestyle.

LOOK FOR POSSIBILITIES BEYOND THOSE THAT EXIST AT THE MOMENT

I need to set long-range goals for my career and myself; ask myself what I hope to accomplish five and ten years from now. Assess whether what I am doing now will help me reach those goals.

BEWARE OF THE TENDENCY TO NOT EXERT ANY MORE EFFORT THAN IS ABSOLUTELY NECESSARY

Avoid taking tempting shortcuts even though I readily see them. Pay attention to all phases of my task and conduct each part with energy and diligence. Demonstrate my willingness to go the extra mile to get a job done right. Seek others with complementary skills to help me evaluate ideas.

DON'T POSTPONE A DECISION TOO LONG

Make decisions and then move on. Eliminate poor options and keep myself moving towards what I really want. Don't let myself appear undependable and lacking direction by procrastinating too long. Ask people to be clear and specific about their expectations and repeat it back to clarify. Look for activities that allow me to be independent. Take a time-management course.

MY STRENGTHS

- Ability to work well with defined tasks and tangible products
- Keen powers of observation and an excellent memory for factual information
- Ability to bring order to confusing data and to recognizable facts
- Aptitude for working alone or alongside others I respect
- Ability to stay calm and cool in a crisis or under pressure
- Ability to recognize what needs doing and what is necessary to complete a job
- Aptitude for working with my hands and with tools
- Ability to adapt well to sudden change and shift gears quickly
- Practicality and good common sense
- Ability to identify and make good use of available resources
- Flexibility and willingness to take risks and try new approaches

MY CHALLENGES

- Difficulty seeing the long-term consequences of action
- Lack of interest in verbal communication, especially superficial conversations
- Dislike of advance preparation; I have trouble organizing my time
- Little patience for abstract or complex theories
- Tendency to be blunt and insensitive to the feelings of others
- Tendency to get bored and restless easily
- Difficulty seeing opportunities and options that don't exist at the moment
- Impatience with administrative details and procedures
- Unwillingness to repeat myself
- Difficulty making some decisions
- Strong independent streak and dislike of excessive rules and structured bureaucracy
- Resistance to setting long-term goals and difficulty meeting deadlines

COMMUNICATE, CONSIDER PEOPLE'S FEELINGS AND FOLLOW THROUGH ON MY COMMITMENTS.

I am a conceptual problem solver. I am intensely intellectual and logical with flashes of creative brilliance. Outwardly quiet, reserved and detached, I am inwardly absorbed in analyzing problems. I am critical, precise and skeptical. I find and use principles to understand my many ideas. I like conversations to be logical and purposeful and I may argue to the point of hairsplitting just for fun. Only logical reasoning convinces me. I am an ingenious and original thinker. I prize intelligence in myself and have a strong drive for personal competence and am interested in challenging others to become more competent as well. I am primarily interested in seeing possibilities beyond what is currently known, accepted or obvious. I like to develop models for improving the way things are and solving difficult problems. I think in extremely complex ways and I am better able to organize concepts and ideas than I am able to organize people. My ideas are often so complex that I have difficulty communicating and making others understand them. Highly independent, I enjoy speculative and imaginative activities. I am flexible and open-minded and more interested in finding creative yet sound solutions to problems than I am in seeing those solutions made into reality.

POSSIBLE BLIND SPOTS

Because I rely so heavily on my logical analysis, I can overlook what matters to others. If something is not logical, I run the risk of dismissing it, even if it is important to me. Admitting to myself what I really care about will help me stay in touch with my true feelings. I am excellent at detecting flaws in an idea, but am more reticent about expressing my appreciation. I can get bogged down on a minor flaw in one part of the plan and keep the entire project from moving toward completion because I refuse to let one illogical point remain within the whole. When I turn my highly honed critical thinking skills on the people around me, my absolute honesty may translate into unintended hurtfulness. I need to be told and need to learn to ask what matters emotionally to others. Because I am fascinated with solving problems, I tend to be impatient with routine details and may lose interest in a project and never complete it if it requires too much follow through and attention to detail. Turning my energy outward will enable me to gain sufficient practical knowledge to make my ideas workable and acceptable to other people. I sometimes feel inadequate when I fail to live up to my own high standards or perfection. Learning to share those feelings with someone else can help me get a more realistic and objective view of myself.

MOVE MY PLANS OUT OF THE CONCEPTUAL STAGE AND INTO PRACTICE

Once I have developed an innovative idea, ask myself how realistic it is. Is there time to get all I've imagined done? Is it possible to create what I have dreamed up? Decide on and hold myself to a timetable to implement my ideas. Develop a step-by-step plan that includes all the facts (i.e., timetable, questions to ask, reminder to send follow-up notes, etc.) so I will be more likely to attend to important details.

ESTABLISH REALISTIC OBJECTIVES AND GOALS BASED UPON WHAT IS PRACTICAL, NOT ON WHAT MY CONFIDENCE TELLS ME IS POSSIBLE

Remember that, depending on my level of experience, I may underestimate how long a project will take to complete. Knowing that from the start and reminding myself of the timelines will help keep me from becoming discouraged and disinterested if the project takes longer than anticipated. Ask for the support from a friend when I find my impatience mounting and/or confidence waning.

MAKE SURE I DON'T APPEAR CONDESCENDING OR ARROGANT TO OTHERS

Remember, blunt honesty can be perceived as rudeness. Pay close attention to how others view me. Ask someone I trust to give me an honest appraisal of how my attitude looks to others. Take the time to listen fully to people before forming an opinion about them. Make it a goal to establish rapport early in conversations and in relationships, in general.

FOLLOW THROUGH ON IMPORTANT DETAILS OF SOCIAL RELATIONSHIPS

Social niceties, thank-you notes, follow-up calls etc. are important so I don't seem aloof.

DON'T PUT OFF MAKING A DECISION

After I have spent the necessary time considering my options and clarifying my needs and skills, take action!

Discard less attractive options and decide to actively pursue the good ones.

Don't wait so long to decide that I inadvertently eliminate an opportunity by procrastinating.

If possible, delegate routine or mundane tasks to others.

Make sure I have enough uninterrupted time to develop my ideas and think things through.

Find other creative people to bounce my ideas off.

Arrange to have flexible hours.

Find support people who are organized and good with details.

Take courses and seminars to continue to expand my expertise and credentials.

Surround myself with others whose talent and competence I respect.

MY STRENGTHS

- Eagerness to “think outside the box” and consider new possibilities
- Ability to understand very complex and highly abstract ideas
- Great creative problem-solving skills; ability to see the big picture and implications of actions and ideas
- Independence; courage to take risks, try new things and overcome obstacles
- Ability to synthesize lots of information
- Intellectual curiosity and skills for getting the information I need
- Ability to analyze things logically even under stress
- Great confidence and drive to continually increase my knowledge
- Objectivity; ability to address issues without taking them personally
- Confidence in my ideas and vision

MY CHALLENGES

- Tendency towards disorganization and dislike of doing repetitive tasks
- Overconfidence; I may misrepresent my abilities or experience
- Impatience with unimaginative and/or incompetent people
- Dislike of doing things in traditional or established manner
- Tendency to lose interest in projects once problems are solved
- Difficulty communicating complex ideas simply
- Tendency to be so theoretical that I ignore or miss the realities
- Undisciplined about attending to and following through on important details
- Impatience with structures and people who are too rigid
- Although I focus on a possibility, I approach it with impersonal analysis
- Often I choose a theoretical possibility and subordinate the human element

**BE BETTER ORGANIZED. BE PATIENT WITH LESS INTELLIGENT PEOPLE.
WORK ON IMPROVING MY SOCIAL SKILLS.**

5) ESFJ- Extraverted, Sensing, Feeling, Judging *You?"*

"What Can I Do For

I am motivated to help other people in real and practical ways through direct action and cooperation. I am responsible, friendly and sympathetic. Because I place such importance on my relationships with other people, I tend to be popular, gracious, eager to please and talkative. I need harmonious relationships with others and work hard to achieve and maintain them. In fact, I often idealize whatever or whomever I admire. I need to be appreciated for myself and my service, so I am highly sensitive to indifference or criticism. I usually express strong opinions and am decisive and like to have things settled. Practical and realistic, I tend to be matter-of-fact and organized. I attend to and remember important facts and details and like others to be sure of their facts as well. I base my planning and opinions on my own personal experience or that of someone else I trust. I am aware of and involved with my physical environment and like to be active and productive. Because I am conscientious and traditional, I am bound by my sense of duty and commitment. I nurture established institutions and tend to be an active and cooperative member of committees and organizations. My social ties are important and well maintained. I often go out of my way to do something helpful and nice for someone else and especially enjoy being responsive in times of trouble or great celebration.

POSSIBLE BLIND SPOTS

Because I value harmony so highly, I tend to avoid conflict rather than dealing with problems head-on. I sometimes value and place too much importance on the opinions and feelings of those I care for. During tense or hurtful times, I can become blind to the facts of the situation. I need to learn to deal directly and honestly with conflict, trusting that my natural sensitivity to others' feelings will provide me with the necessary tact in even the most difficult situations. I often overlook my own needs because of my desire to please or help other people. I have a difficult time saying no or asking for help because I don't want to risk offending or disappointing anyone. I usually have trouble giving or accepting constructive criticism because I take things so personally. I can become pessimistic and gloomy when I don't see ways to make changes in my life. Taking a step back from my problems to get objectivity usually helps me gain a fresh outlook. In my effort to help other people, I sometimes express my strong opinions in ways that are bossy and domineering. I do better to wait to find out if my help or suggestions are really wanted before offering them. I often make decisions too quickly, before I've had adequate time to gather all the less obvious facts and to consider the implications of my actions. I don't tend to look for new or different ways of doing things and can appear inflexible. Postponing judgments in favor of staying open to novel approaches to problems will give me a better base of information and help me make better decisions.

AVOID BURNING BRIDGES ONCE I THINK I'VE CROSSED THEM

Do not view situations as either all good or all bad. Look for grey areas and make some trade-offs. Take time to reflect on my options. Don't run the risk of making decisions too hastily before I've had a chance to gather all the information I can.

DO NOT TO BECOME EASILY DISCOURAGED

Accept constructive criticism in the spirit in which it is intended and do not take it personally.

ADJUST MY FOCUS TO LONG-RANGE PLANS

Create a set of goals for one, five and ten years from now. When making big decisions, check them against this list to see if they will help me move forward towards my goals.

Resist the tendency to take stopgap jobs because I am beginning to feel overwhelmed or uncertain about my security. Do not compromise by getting involved in short-term activities that will jeopardize my long-term goals.

Work to resolve conflicts with co-workers supervisors and those I manage.

Ask people to be clear about what they expect from me in a task.

Leave environments where there is great interpersonal tension.

Volunteer for a meaningful cause.

Make sure I have enough social stimulation during the day.

Implement efficiency systems and require those I manage to use them.

If not a manager, identify a project I think needs doing and volunteer to take it on.

Find people with complementary strengths to give me input and balance.

Set up short-term goals that I can meet.

MY STRENGTHS

- Great energy and drive to get things accomplished and be productive
- Ability to cooperate and create harmonious relationships with others
- Practical and realistic attitude and aptitude for working with facts and details
- Nurturing and helpful nature; I praise and reinforce good behavior in others
- Strong organizational skills and clear work ethic
- Loyalty and belief in the value of working within a traditional structure
- Sense of responsibility; I can be counted on to do what I say
- Ability to follow established routines and procedures
- Common sense and realistic perspective
- Decisiveness and stabilizing factor

MY CHALLENGES

- Reluctance to embrace new and untested ideas
- Sensitivity to criticism; I feel stressed by tension-filled situations
- Desire to focus on the present rather than the future
- Difficulty adapting to change and switching gears quickly
- Tendency to be oversensitive and avoid unpleasant situations
- Difficulty working alone for extended periods of time; strong need to socialize
- Tendency to show favoritism
- Tendency to become drained by taking on others' emotional burdens
- Inclination to make decisions prematurely before I have enough information
- Focus on specific details rather than implications and the "big picture"
- Tendency to become discouraged without praise or expression of appreciation
- Difficulty focusing on future needs as opposed to present ones
- Tendency to be opinionated and rigid
- Difficulty hearing and accepting opposing viewpoints

**SLOW DOWN, CONSIDER POSSIBILITIES THAT DON'T ALREADY EXIST
AND DON'T TAKE THINGS SO PERSONALLY.**

6) ENFJ- Extraverted Intuitive Feeling Judging

“The Public Relations Specialists”

I am a people-lover. I place the highest importance on people and relationships and am naturally concerned about others. I take a warm approach to life and feel personally connected to all things. Because I am idealistic and live by my values, I am very loyal to the people, causes or institutions I respect and admire. I am energetic and enthusiastic, as well as responsible, conscientious and persevering. I have a natural tendency to be self-critical. However, because I feel responsible for the feelings of others, I am seldom critical in public. I am acutely aware of what is (and isn't) appropriate behavior and am gracious, charming, personable and socially adept. Even-tempered and tolerant, I am diplomatic and good at promoting harmony around me. I am a natural leader, popular and charismatic. I tend to be a good communicator and usually use my expressive gift verbally. I may make decisions based on how I feel about a situation, rather than how the situation actually stands. I am interested in possibilities beyond what is already obvious and in the ways these possibilities might affect others. Being naturally orderly, I prefer an organized world and expect others to be the same way. I like to have matters settled, even if someone else is making the decisions. I radiate sympathy and understanding and am nurturing and supportive of others. I read people well and am responsible and caring. Since I am an idealist, I generally look for the good in others.

POSSIBLE BLIND SPOTS

I am so empathetic and caring that I can become overly involved with the problems or feelings of others. Sometimes I choose causes that aren't worthy of all the time and energy I pour into them. When things don't work out well, I can become overwhelmed, disappointed or disillusioned. This can lead to me withdrawing, feeling I wasn't appreciated. I need to learn to accept my own limitations as well as those of the people I care about. I also need to learn to “pick my battles” and how to maintain realistic expectations. Because of my strong desire for harmony, I can overlook my own needs and ignore real problems. Because I avoid conflict I sometimes maintain relationships that are less than honest and equal. I am so concerned about the feelings of others that I can be blind to important facts when the situation involves criticism or hurt feelings. It's important that I learn how to accept and deal with conflict as a necessary part of relationships. Because I am enthusiastic and in a hurry to get on with my next challenge, I sometimes make incorrect assumptions or make decisions too quickly without gathering all the important facts. I need to slow down and pay closer attention to the details of my projects. By waiting until enough information is known, I can avoid making mistakes. I focus on emotions to the point that I may fail to see the logical consequences of my actions. Focusing on the facts, not just the people involved in my decisions can be helpful. I respond well to praise, but am easily hurt by criticism, which can make me appear touchy. I take even the most innocent or well-intentioned criticism personally, and I often respond by becoming flustered, hurt or angry. My responses can be illogical to the point that I appear downright irrational to others. I would do well to stop, take a step back and make an effort to see a situation objectively before reacting. Being less sensitive will enable me to hear the important and helpful information that is constructive criticism. I am so idealistic that I tend to see things the way I wish they were. I am vulnerable to idealizing relationships and tend to overlook facts that contradict what I believe. If I don't learn to face facts I find disagreeable, I will end up ignoring my problems instead of finding solutions. In general, I need to keep my eyes open as well as my heart.

DO NOT TO MAKE DECISIONS BASED ONLY ON MY PERSONAL FEELINGS

Use objective analysis to help myself see the logical results of potential actions. Remember that cause and effect is not what I naturally see, so seek some assistance from a friend who does. Don't dismiss an option because of my personal dislike for one person in the organization. Also resist the temptation to judge a whole job or organization on the basis of one positive interaction.

DON'T TAKE CRITICISM AND REJECTION PERSONALLY

Take constructive criticism and feedback as they are intended. Relying on the encouragement of friends and family can help me avoid becoming discouraged when things seem difficult. Suspend the tendency to become self-critical when I face rejection or failure. Make it a personal challenge to rise to the occasion and see it as an obstacle to overcome.

CONCENTRATE ON COLLECTING ALL THE NECESSARY FACTS AND BE MORE REALISTIC ABOUT OTHER PEOPLE

Pay attention to the details and realities as well as the people I meet. Don't ignore less interesting tasks in favor of making new contacts. Rather than simply accepting what I am told at face value, be prepared to look deeper. Look at people as they really are, and recognize their limitations. Consciously guard against idealizing people or expressing unquestioning loyalty to others. Confront conflict or misunderstandings quickly and directly rather than avoiding them and allowing them to become larger and more complicated.

DON'T MAKE DECISIONS TOO QUICKLY

Conducting plenty of research will prevent me from leaping before I have looked things over carefully. Take time to think things through before responding and be certain I really understand the situation. If I don't resist my tendency to rush to closure, I may miss other potentially good options still on the horizon, or end up in a situation or relationship that isn't all I thought it would be.

MY STRENGTHS

- Excellent communication and presentation skills
- Charismatic leadership and ability to build consensus
- Enthusiasm and ability to enlist cooperation from others
- Decisiveness and organizational skills
- Eagerness to "think outside the box" and consider new possibilities
- Empathy and ability to anticipate others needs; a genuine concern for people
- Varied interests and being a "quick study"
- Ability to see the big picture and the implications of actions and ideas
- Drive to be productive and reach my goals and a deep commitment to things I really believe in

MY CHALLENGES

- Reluctance to work on projects that conflict with my values
- Tendency to idealize people and relationships
- Difficulty working in competitive or tension-filled environments
- Impatience with structures or people who are inefficient or uncooperative
- Avoidance of conflict and tendency to ignore unpleasantness
- Tendency to make decisions too quickly before gathering adequate information
- Reluctance to discipline subordinates
- Tendency to make errors due to haste
- Tendency to micro-manage and resist relinquishing control

SLOW DOWN, LET GO AND TAKE THINGS LESS PERSONALLY.

7) ISFP- Introverted, Sensing, Feeling, Perceiving

"It's The Thought That Counts"

I am a gentle, caring and sensitive person who keeps much of my intensely personal ideals and values to myself. I more often express my deeply felt passions through actions than through words. Modest and reserved, I am really tremendously warm and enthusiastic, but tend not to show that side of myself except with people I know well and trust fully. I tend to be misunderstood because of my tendency not to express myself directly. I am patient, flexible and easy to get along with and have little need to dominate or control others. I am nonjudgmental and accepting of others' behavior in a rather matter-of-fact way. I am observant of people and things around me and do not seek to find motives or meaning behind actions. Because I live completely in the present moment, I do not tend to prepare or plan more than is necessary. A good short-range planner, I am relaxed about getting things done because I am fully engaged in the here and now and like to enjoy the current experience without rushing to the next. Interested in what I learn directly from my experiences and senses, I am artistic and aesthetic and seek to create beautiful and personal environments for myself. Without the need to lead, I am often a loyal follower and a good team member. Because I use my personal values to judge everything in life, I like other people who take the time to get to know me and understand my inner loyalties. Basically trusting and understanding, I need harmonious relationships in my life and am sensitive to conflict and disagreements.

POSSIBLE BLIND SPOTS

My highly sensitive nature allows me to clearly see the needs of other people and I sometimes work so excessively to fulfill those needs that I neglect myself in the process. This can result in my becoming physically ill from exhaustion and overwork. I need to take time out from caring for others to take care of myself. Because I focus so completely on my experience in the moment, I tend not to look beyond the present and may miss the broader view. I sometimes have difficulty understanding things in a more complex context. Because I don't usually look for or see possibilities that don't exist at the present time, I don't tend to prepare in advance. I often have trouble organizing my time and resources. I may have to work hard to curb my impulse to go off and enjoy a quiet moment, or participate in a favorite activity. I am vulnerable to the criticism of others because I tend to take feedback personally and become offended and discouraged. I may be seen as gullible and too trusting because I accept people and things as they are and don't expect a malicious motive or read anything else into the situation. I need to become more assertive about my own needs and consider the implications of others' behavior. By applying some objectivity and skepticism to my analysis, I can become a better judge of character.

CONSIDER ALL DATA AVAILABLE EVEN IF IT CONTRADICTS MY FEELINGS

Look at the "hard consequences" of my actions and decisions. List the pros and cons of a job so I am sure to consider both the positives and the potential negatives as well. Develop a method of analyzing information before accepting it at face value.

LOOK FOR OPTIONS BESIDES THOSE READILY AVAILABLE AT THE MOMENT

Generate a list of possible options without limiting myself to what I have done in the past or what I am immediately qualified for. Use my ideas of a fantasy job as a springboard to thinking more creatively about work. Ask a friend who knows me well to help me and make it a game.

WORK HARD TO PRIORITIZE MY ACTIVITIES AND KEEP MYSELF ORGANIZED

Use my skills at short-term planning to get things done and to keep from becoming overwhelmed. Develop a complete outline for my task. Include all the steps that will be necessary along the way.

MAKE MORE OBJECTIVE DECISIONS

Don't overemphasize the importance of rapport development. Develop some healthy skepticism about others to avoid being too trusting. Pay attention to the less tangible, but critical important factors, such as the group's philosophy, which will help keep me from becoming disillusioned, as I understand the group in more depth.

FOCUS MY ATTENTION ON THE FUTURE TO THE LARGER CONTEXT

Imagine myself 1, 5, 10 years from now. Will this opportunity be one that allows me to grow, or will I be limited because of it? Look at the opportunity and decide if the direction it is heading will still be acceptable to me in the future. Be sure it isn't just the people involved that make it appealing for the moment.

Seek help to resolve any interpersonal conflicts.

Consider taking an assertiveness training class.

Ask supervisors to be clear about their expectations.

Find time during the day to "recharge" by myself.

Do things that allow me to help, support and connect with others.

Make sure there is some variety in my daily activities.

Participate in recreational activities.

Seek others with complementary skills to help evaluate my ideas.

Set short-term, achievable goals.

Find others who share similar interests and values.

MY STRENGTHS

- Ability to welcome change and adapt well to new situations, sensitivity to people's needs and desire to help them in real ways
- Practicality and realistic perceptions, good common sense, warmth and generosity
- Loyalty to people and organizations I care deeply about, attention to important details, especially those that concern people
- Thoughtfulness and ability to focus on current needs, willingness to support an organization's goals
- Ability to clearly assess current conditions and see what needs fixing
- Flexibility and willingness to take calculated risks and try new approaches

MY CHALLENGES

- Tendency to accept things at face value and miss deeper implications
- Inability to see opportunities and options that don't exist at the moment
- Tendency to take criticism and negative feedback very personally
- Dislike of preparing in advance; I have trouble organizing my time
- Trouble making decisions
- Dislike of excessive rules and overly structured bureaucracy
- Difficulty making logical decisions if they conflict with personal feelings
- Unwillingness to risk disharmony to fight for my idea or position
- Tendency to become overwhelmed by large or highly complicated tasks
- Resistance to setting long-term goals and difficulty meeting deadlines
- Difficulty disciplining subordinates or criticizing others

ASSERT MYSELF, STEP BACK AND CONSIDER THE "BIG PICTURE" AND DON'T TAKE THINGS TOO PERSONALLY.

8) INFP- Introverted Intuitive Feeling Perceiving

“Still Waters Run Deep”

I value inner harmony above all else. Sensitive, idealistic and loyal, I have a strong sense of honor concerning my personal values and am often motivated by deep belief in or by devotion to a cause I feel is worthy. I am interested in possibilities beyond what is already known and focus most of my energy on my dreams and visions. Open-minded, curious and insightful, I often have excellent long-range vision. In day-to-day matters I am usually flexible, tolerant and adaptable, but I am very firm about my inner loyalties and set very high—in fact, nearly impossible—standards for myself. I have many ideals and loyalties that keep me occupied. I am deeply committed to whatever I choose to undertake and I tend to undertake too much but somehow get everything done. Although I demonstrate cool reserve on the outside, I care deeply inside. I am compassionate, sympathetic, understanding and very sensitive to the feelings of others. I avoid conflict and am not interested in impressing or dominating others unless my values are at stake. Often I prefer to communicate my feelings in writing, rather than orally. When I am persuading others of the importance of my ideals, I can be most convincing. I seldom express the intensity of my feelings and often appear reticent and calm. However, once I know someone, I am enthusiastic and warm. I am friendly, but tend to avoid superficial socializing. I treasure people who take the time to understand my goals and values.

POSSIBLE BLIND SPOTS

Since logic is not a priority for me, I sometimes make errors of fact and can be unaware that I am being illogical. When my dreams become out of touch with reality, others may see me as flighty and mystical. I do well to ask the advice of more practical people to find out if my ideas are workable and useful in the real world. Because I am so committed to my own ideals, I have a tendency to overlook other points of view and can sometimes be rigid. I am not particularly interested in physical surroundings and often am so busy that I fail to notice what is happening around me. I may reflect on an idea much longer than is really necessary to begin a project. My perfectionistic tendencies can lead me to refine and polish my ideas for so long that I never share them. This is dangerous, since it is important for me to find ways of expressing my ideas. To keep from getting discouraged, I need to work towards becoming more action-oriented. I am so emotionally entangled in my undertakings that I am very sensitive to criticism. To complicate things further, I tend to demand too much of myself as I aspire to my own impossibly high standards. This can lead to feelings of inadequacy even though I, in fact, am capable of accomplishing a great deal. When I am disappointed, I tend to become negative about everything around me. Setting the intention to develop more objectivity about my projects will help me be less vulnerable to both criticism and disappointment. Because I tend to try to please many people at the same time, it can be hard for me to stand up for an unpopular position. I hesitate to criticize others and I have a hard time saying no. When I don't express my negative opinions about ideas or plans, others can be misled into thinking that I agree with them. I need to develop more assertiveness, and can benefit from learning how to offer honest criticism of others when needed.

DEVELOP REALISTIC EXPECTATIONS OF MYSELF

Realize that finding the right opportunity takes more time than I expect or wish. Paying attention to the facts of the situation and including them in my vision of the right choice will make me more efficient. I may have to decide to compromise some of my less central personal values from time to time. There may not be a “perfect” opportunity for me, at least not at this time. Learning when to compromise on the less critical points is a valuable lesson for me.

DON'T TAKE CRITICISM AND REJECTION PERSONALLY

Take constructive criticism and feedback as they are intended. Relying on the support and encouragement of friends and family can help me avoid the tendency to become discouraged when things seem difficult. Resist the tendency to become self-critical if I face rejection or failure. Make it a personal challenge to rise to the occasion and see it as an obstacle to overcome. Bear in mind that many people offer criticism in a very objective fashion and expect that I will take it as it was intended. Look at it as *constructive* criticism and use the knowledge to improve my approach.

LOOK AT THE LOGICAL CONSEQUENCES OF MY ACTIONS

Do not make important decisions relying exclusively on my personal feelings. Get input from trusted, more objective friends. Take a break from the situation to think more clearly about it. Imagine what might be the logical cause and effect of my choices so I will have a more balanced picture.

RESIST ELIMINATING OPTIONS AND PUTTING OFF MAKING DECISIONS

Take charge of my opportunities by eliminating less desirable options rather than waiting so long that more attractive options are eliminated for me. I may find the whole process less overwhelming if I remove the possibilities that don't fit with my most important criteria for satisfaction. Don't spend so much time in reflection that I leave no time for action. Develop a timetable and stick with it. Remember that getting started is often the hardest part, but once I do, I gain momentum from my actions.

CONCENTRATE ON GETTING BETTER ORGANIZED

Use time management techniques to be sure I get things done on time. People will judge me on how well I follow through with commitments. Beware that I am naturally prone to perfectionism, which may delay me from completing tasks, hoping to find more ways to improve them.

MY STRENGTHS

- Thoughtfulness and the ability to focus on one issue or idea in depth
- Eagerness to "think outside the box" and consider new possibilities
- Deep commitment to work I believe in and an ability to work well alone, if necessary
- Natural curiosity and skill for getting the information I need
- Ability to see the big picture and to see implications of actions and ideas
- Perceptiveness about people's needs and motivations
- Adaptability; I can shift gears and change directions quickly
- Ability to work extremely well with people one-on-one

MY CHALLENGES

- Need to control projects or I may lose interest
- Tendency toward disorganization and difficulty setting priorities
- Difficulty working on projects that conflict with my values
- Reluctance to follow traditional ways of doing things
- Natural idealism, which may prevent me from having realistic expectations
- Difficulty working in competitive or tension-filled environments
- Lack of discipline about attending to and following through on important details
- Impatience working with structures or people who are too rigid
- Tendency to be unrealistic about how long things take

DEVELOP REALISTIC EXPECTATIONS, VALUE COMPROMISE AND

DON'T TAKE THINGS SO PERSONALLY.

9) ESTP- Extraverted Sensing Thinking Perceiving

"Let's Get Busy!"

Active, easygoing and spontaneous, I enjoy the present moment rather than planning for the future. Extremely realistic, I rely on and trust what my senses tell me about my world. I am curious and a keen observer. Because I accept things as they are, I tend to be open-minded and tolerant of others and myself. I like real things that can be handled, taken apart and put back together. I prefer action to conversation and enjoy dealing with situations as they arise. I am a good problem-solver because I can absorb necessary factual information and then find logical and sensible solutions quickly, without a lot of wasted effort or energy. I can be a diplomatic negotiator, happy to try unconventional approaches and usually am able to persuade other people to give my compromise a chance. I am able to grasp underlying principles and make decisions based on what is logical, rather than how I feel about things. I am pragmatic and can be tough when the situation warrants. I am friendly and charming. I am popular and at ease in most social situations. I am outgoing, versatile and funny and may have an endless supply of jokes and stories for whatever situation I find myself in. I can be good at easing tense situations by lightening up the atmosphere and getting conflicting parties together.

POSSIBLE BLIND SPOTS

My preference for living in the moment and adopting an "emergency" style of responding to unexpected crises can result in a chaotic environment for those around me. I may miss opportunities through lack of planning. I sometimes take on too much at one time and find myself overloaded and unable to keep my commitments. I need to look beyond the current moment and my interest in the material world to anticipate ways of finishing tasks on time. I also tend to overlook other people's feelings and may be blunt and insensitive in my desire to be honest, especially when I am rushing from one experience to another. My flamboyance can sometimes be perceived as crudeness and may alienate other people I want to entertain. I become more effective with other people when I direct my keen powers of observation to be sensitive to the people around me. I am more effective when I rein in my boldness, energy and love of a good time to a level where other people are more comfortable. More interested in solving problems quickly and effortlessly, I tend to jump directly into the next crisis and not follow through on the less-exciting portions of current projects. I do well to learn and apply time management and long-range planning techniques to help me prepare for and complete responsibilities. Slowing down to develop standards for my own behavior and considering the ramifications of my actions will make me more effective.

DON'T BE LIMITED TO OPPORTUNITIES THAT ARE EVIDENT PRESENTLY

Look beyond what I have already done to what I might like to do. Generate a list of ideas even including those that I think are impractical. Find out more about all of them before eliminating any. Focus on the future and imagine the possible implications of my actions down the road. Once I look past the material pleasures I aim for, I may see how something that looks good on the surface (or at the moment) may ultimately be unsatisfying in the long run.

INVEST THE TIME DEVELOPING A LONG-RANGE PLAN

Curb my impulse to dive right into what may turn out to be the wrong direction for me. Spending the time carefully thinking about what is important to me and what my real motivations and wishes are will help me focus my energy and avoid dead-end activities. Develop a list of criteria for satisfaction and then set some long and short-term goals. This will provide me with a yardstick against which to measure options realistically.

WORK ON DEVELOPING BETTER FOLLOW THROUGH

Resist the urge to deal only with immediate problems instead of with the less exciting but still important follow-through necessary to conduct a through job. Prepare myself for new activities by learning as much as I can about them first.

ESTP cont'd.

AVOID BEING PERCEIVED AS UNRELIABLE OR UNPREDICTABLE

Go the extra mile in all cases, even if I don't think I'll pursue a particular option. Demonstrate my dependability by keeping all appointments, arriving on time or early and calling back when I say I will. Remember that many people respect the standard way of doing things within organizations. Don't run the risk of offending someone because of natural distaste for following the rules.

CONCENTRATE ON COMMUNICATING SERIOUS INTEREST

My easygoing and relaxed attitude can be charming and infectious. It can, however, also communicate a lack of seriousness to others. Be careful not to be blunt or insensitive to the feelings of others. Tune in to the reactions of others and perhaps tone down my assertiveness so I don't offend others.

MY STRENGTHS

- Keen powers of observation with excellent memory for factual information
- Ability to see what needs doing and realism about what's necessary to complete a task
- Enjoyment in initiating and promoting projects
- Lots of energy; I enjoy being active on the job
- Ability to adapt well to change and shift gears quickly
- Ability to make-work fun and exciting
- Enjoyment in being part of a team
- Practicality, realistic perceptions and good common sense
- Process oriented approach; I create a lively and fun atmosphere at work
- Flexibility and willingness to take risks and try new approaches
- Willingness to accept differences and ability to "go with the flow"

MY CHALLENGES

- Difficulty working alone, especially for long periods of time
- Dislike of preparing in advance; I have trouble organizing my time
- Tendency to be blunt and insensitive to feelings of others or too casual with people's feelings
- Inability to see opportunities and options that don't exist at the moment
- Impatience and/or intolerance with administrative details and procedures
- Difficulty making some decisions and/or prioritizing
- Tendency to be impulsive and easily tempted or distracted
- Difficulty seeing the long-term consequences of actions
- Dislike of excessive rules and structured bureaucracy
- Resistance to setting long-term goals and difficulty meeting deadlines

**THINK BEFORE I ACT, CONSIDER OTHER PEOPLE'S FEELINGS
AND FOLLOW THROUGH ON MY COMMITMENTS.**

10) ESFP- Extraverted, Sensing, Feeling, Perceiving

“Don’t Worry, Be Happy”

I enjoy people and have a real zest for living. I am playful and vivacious and make things more fun for others by my pure unabashed enjoyment. Adaptable and easygoing, I am warm, friendly and generous. I am extremely sociable and am often “on stage” with others. I enthusiastically and cooperatively join in activities and games and am usually juggling several activities at once. I am a realistic observer and see and accept things as they are. I tend to trust what I can hear, smell, taste, touch and see instead of theoretical explanations. Because I like concrete facts and have good memory for detail, I learn best from hands-on experience. My common sense gives me practical ability with people and things. I prefer to gather information and see what solutions naturally arise. Tolerant and accepting of myself and others, I don’t try to impose my will on other people. Tactful and sympathetic, I am generally and genuinely liked by many people. I am usually able to get people to adopt my suggestions, so I am good at helping conflicting factions get back together. I seek out the company of others and am a good conversationalist. I enjoy helping other people but prefer to assist in real tangible ways. Spontaneous and charming, I am persuasive. I love surprises and finding ways of bringing delight and unexpected pleasure to others.

POSSIBLE BLIND SPOTS

Because I place such a strong priority on experiencing and enjoying life, I sometimes allow my other responsibilities to suffer. My constant socializing can interfere and get me into trouble. Because I am so easily tempted, I have difficulty disciplining myself. My tendency to become distracted from finishing the tasks I start can make me appear “lazy”. Using successful and accepted methods of organization and time management helps me to overcome this natural predisposition. By working to prioritize my activities and finding a balance between work and play, I will gain a broader perspective and longer-range vision for my life. My active life keeps me so busy, that I often fail to plan ahead. This can leave me unprepared for life’s changes that would be easier to cope with if I notice these changes coming. I need to anticipate what might be coming down the road and develop an alternative plan in case things become unpleasant. I also tend to make decisions without considering the logical consequences of my actions. My own personal feelings are trusted and used to the exclusion of more objective data. Friends are so highly valued by me that I tend to only look at their positive side. I need to take a step back to consider the cause and effect of my actions and work towards becoming more tough-minded. Saying no will not be nearly so difficult if I do.

BE WILLING TO COMPROMISE. BE FLEXIBLE IN NEGOTIATIONS.

Decide ahead of time what criteria are of critical importance to me and which ones are not. Demonstrate my flexibility by giving in on less important points.

INVEST THE TIME PREPARING BEFORE JUMPING IN

Spend some time reflecting on where I have been and where I wish to see myself in the near and distant future to add a long-range perspective to my thinking. Examine my real needs for my life and my true motivations before rushing into action.

CONSIDER POSSIBILITIES IN ADDITION TO THOSE THAT CURRENTLY EXIST

Generate a list of possibilities without prejudging any of them during the process. Include even those that seem outlandish or those for which I may not have considered myself qualified. Ask a creative friend to help me imagine what I might do outside of my current involvement and list how my skills might transfer to another area.

DEVELOP AND FOLLOW THROUGH ON MY PLANS

Even the tedious parts of a task are important to getting something done.
Resist the urge to socialize or drop what I’ve started when a more interesting situation arises.

ENSURE TIME FOR CONTACT WITH OTHERS AND VARIETY IN TASKS

Make sure I get enough time to interact with co-workers and colleagues.

Consider taking a time management course. Find people with opposite strengths to consult with.

Ask people to be clear about their expectations, repeat it back to be sure I've understood.

Find time during the day to get outside and do something physical.

Volunteer to help run and/or participate in recreational or socially responsible activities.

Make sure I have a variety of tasks to perform; avoid routine jobs, if possible.

Set some short-term achievable goals.

Think about where I want to be five years from now.

MY STRENGTHS

- Lots of energy and enjoyment of being active
- Ability to adapt well to change and shift gears quickly
- Sensitivity to people's needs and desire to help them in real ways
- Caring nature; I'm a cooperative team player
- Ability to make work fun and exciting
- Practicality and great common sense
- Loyalty to the people and organizations I care about
- Process-oriented approach; I create a lively and fun atmosphere at work
- Flexibility and willingness to take calculated risks and try new approaches
- Desire to cooperate, pitch in, and help people in real and concrete ways
- Ability to clearly assess current resources and conditions and immediately see what needs to be done

MY CHALLENGES

- Difficulty working alone, especially for extended periods of time
- Tendency to accept things at face value and miss deeper implications
- Dislike of advance preparation; I have trouble organizing my time
- Difficulty seeing opportunities and options that don't exist at the moment
- Tendency to take criticism and negative feedback very personally
- Trouble making decisions
- Impulsiveness and tendency to be easily tempted or distracted away from a task
- Dislike of excessive rules and structured bureaucracy
- Difficulty making logical decisions if they conflict with personal feelings
- Resistance to setting long-term goals and difficulty meeting deadlines
- Difficulty disciplining others or myself.

THINK ABOUT THE FUTURE IMPLICATIONS, DON'T TAKE THINGS TOO PERSONALLY, AND FOLLOW THROUGH ON COMMITMENTS.

11) ISTJ- Introverted, Sensing, Thinking, Judging

“Take Your Time And Do It Right”

I am a serious, responsible and a sensible stalwart of society. I am trustworthy and honor my commitments. My word is my solemn vow. Practical and realistic, I am matter-of-fact and thorough. I am painstakingly accurate and methodical with great purpose of concentration. Whatever I am doing I accomplish with orderliness and reliability. I have unshakable, well-thought-out ideas and it is difficult to distract or discourage me once I have embarked on what I believe to be the best course of action. Characteristically quiet and hardworking, I have great practical judgment and memory for details. I cite accurate evidence to support my views and apply past experiences to my present decisions. I value and use logic and impersonal analysis and am organized and systematic in my approach to following things through and getting them done. I follow systems and procedures and am impatient with those who don't. I am cautious and traditional. I listen well and like things to be factual and clearly stated. I am said to “say what I mean and mean what I say.” Private by nature, I appear calm, even during times of crisis. I am duty-bound and steadfast, but beneath my calm façade, I have strong yet rarely expressed reactions.

POSSIBLE BLIND SPOTS

I can tend to lose myself in the details and daily operations of a project. Once immersed, I can be rigid and unwilling to adapt or accept another point of view. I tend to be skeptical about new ideas if I don't see their immediate and practical application. I need to take time to look at my overall objectives and consider alternatives I may not have thought of. Gathering a wider range of information and consciously anticipating the future implications of my behavior will increase my effectiveness in all areas. I sometimes have trouble understanding the needs of others, especially those that are different from my own. Because I keep my reactions private, I can be perceived as cold and unfeeling. I need to express my appreciation for others directly rather than keeping it to myself. Because I am logical, I tend to expect others to be the same. I run the risk of imposing my judgments on others and overriding the opinions of less assertive people. I can demand conformity to my way of doing things and discourage more creative or innovative approaches. By staying open to untested or unconventional methods, I will develop more tolerance for differences in people and also end up with more effective alternatives and options.

FOLLOW THROUGH ON ALL DETAILS

Focus my energy on completing large and small tasks relating to my projects. Include mapping out a general plan, writing thank-you letters and making follow up calls. Stay organized. Demonstrate my skills and be persistent, show my interest in a job.

CONSIDER POSSIBILITIES THAT ARE LESS OBVIOUS

Look at opportunities that don't currently exist. Get help generating a long list of possibilities in which I would be interested. Look for opportunities in many areas. Resist the urge to rule out options simply because I lack direct experience in the field.

REMEMBER TO CONSIDER THE HUMAN ELEMENT IN MY DEALINGS

Take time to think about my true feelings and motivations as well as what makes logical sense and what I am technically qualified for. Ask myself what's important to me in my life, as well as my work and make sure I'm not compromising the former. Pay attention to interpersonal subtleties during conversations. Engage in what I may consider frivolous niceties because other people consider them important.

ISTJ cont'd.

TO DO LIST

Find an efficient assistant or secretary.

Schedule work on one project at a time.

Implement efficiency systems and require subordinates to use them.

Try to attend fewer meetings.

Seek other points of view to balance my own.

Ask people chairing meetings for a written agenda prior to meetings.

Figure out how to avoid being interrupted (i.e., consider schedule changes, erecting physical barriers, forwarding my calls, moving my office, etc.).

Ask my supervisors to be more explicit about their expectations.

Set up short-term goals.

MY STRENGTHS

- Precision and accuracy and desire to get the job done right the first time
- Readiness to follow established routines and policies
- Thoroughness and close attention to the specifics: facts and details
- Belief in the value of a traditional structure and the ability to work within it
- Strong sense of responsibility; I can be counted on to do what I say
- Clear work ethic; I feel it is important to be efficient and productive
- Perseverance and determination to accomplish my goals
- Ability to concentrate on one task at a time in great depth; ability to work alone
- Sharp organizational skills; common sense and a realistic perspective

MY CHALLENGES

- Impatience with processes that take too long
- Unwillingness to focus on future needs at the same time as present ones
- Inflexibility; inability or unwillingness to adapt when necessary
- Inability to focus on “the big picture” and see the implications of actions
- Lack of sensitivity as to how people will be affected by policies and decisions
- Reluctance to change directions and shift gears when warranted
- Unwillingness to change, take calculated risks or instigate support that may be needed
- Reluctance to embrace new, untested ideas

BE OPEN TO POSSIBILITIES, CONSIDER THE IMPLICATIONS FOR OTHER PEOPLE AND EMBRACE CHANGE.

I am loyal, devoted, compassionate and perceptive about how other people feel. I am conscientious and responsible and enjoy being needed. I am down-to-earth and realistic and prefer others who are quiet and unassuming. I absorb and enjoy using a large number of facts. With great memory for details, I am patient with the follow-through phase of tasks. I like things to be clearly and explicitly stated. Because I have a strong work ethic, I accept responsibility for things that need to be done, if I can see that my actions will actually help. I am painstaking accurate and systematic in handling tasks. I tend to be conservative with traditional values. I use practical judgment in making decisions and lend stability through my excellent commonsense perspective. Quiet and modest, I am serious and hardworking. I am gentle, sympathetic, tactful and supportive of friends and colleagues. I tend to care for others and prefer to help in practical and tangible ways. I use personal warmth to communicate and relate well to people in need. I tend not to show my private feelings, but have an intensely personal reaction to most situation and events. I am protective and devoted to my friends, am service-minded, and committed to meeting my obligations.

POSSIBLE BLIND SPOTS

Because I live so completely in the present, I have trouble seeing events in global terms or anticipating the possible outcomes of a situation, especially when it is unfamiliar. I need help looking beyond the moment and imagining what might or could be, if things were done differently. I can become mired in the daily grind and the unending work around me, both my own and others' for whom I feel responsible. I can easily become overworked, doing everything myself to be sure that tasks are completed meticulously. Because I am not naturally assertive or tough-minded, I risk being taken advantage of. I need to express my frequently bottled-up feelings of resentment so I don't find myself in the rescuing role. I also need to let other people know my needs and my accomplishments. I often need extra time to master technical subjects. I tend to plan excessively and need to develop strategies that will help me refocus the energy I often expend worrying. I need to find ways of getting the much needed enjoyment and relaxation I deserve.

LOOK FOR POSSIBILITIES THAT DO NOT CURRENTLY EXIST

Ask others to help you engage in brainstorming.

MY STRENGTHS

- Great depth of focus and concentration
- Strong work ethic; I'm responsible and hardworking
- Good co-operation skills; I create harmonious relationships with others
- Very practical and realistic attitude
- Accuracy with facts and attention to details
- Love of being in service to others; I am supportive of co-workers and subordinates
- Strength at maintaining organization's traditions and keeping track of its history
- Strong organizational skills
- Loyalty and comfort working within a traditional structure
- Excellence at managing sequential, repeated procedures or tasks
- Strong sense of responsibility; I can be counted on to do what I say

MY CHALLENGES

- Tendency to underestimate my own value; I may not be assertive about my own needs
- Reluctance to embrace new and untested ideas
- Sensitivity to criticism; I feel stressed by tension-filled work situations
- Desire to focus on details and the present rather than implications and the future
- Tendency to take on too much
- Difficulty adapting or switching gears quickly
- Tendency to be overwhelmed by too many projects or tasks at the same time
- May become discouraged if I no longer feel needed or appreciated
- Difficulty changing my mind or position once a decision has been made

**I NEED TO LEARN TO SPEAK UP,
CONSIDER POSSIBILITIES THAT DON'T ALREADY EXIST
AND BE MORE FLEXIBLE AND SPONTANEOUS.**

I love excitement and challenge. Enthusiastic and ingenious, I am talkative, clever and good at many things and constantly strive to increase my competence and personal power. I was born enterprising. I am fascinated with new ideas and am alert to all possibilities. I have strong initiative and operate on creative impulse. I value inspiration above all else and strive to turn my original ideas into reality. I am inquisitive, versatile, adaptable and resourceful in solving challenging and theoretical problems. Alert and outspoken, I can easily see the flaw in any position and often enjoy arguing for fun on either side of the issue. I have excellent analytical abilities and am a great strategic thinker. I can almost always find a logical reason for the things that I want. I like to test the limits around me and consider most rules and regulations are meant to be bent, if not broken. I am sometimes unconventional in my approach and enjoy helping others to push past what is accepted and expected. I live freely and look for fun and variety in everyday situations. I deal imaginatively with social relationships and often have a great number and variety of friends and acquaintances. I can display great humor and optimism. I can be charming and stimulating company and often inspire others to become involved in my projects through my infectious enthusiasm. I prefer to understand and respond to people rather than judge them.

POSSIBLE BLIND SPOTS

Because I value creativity and innovation above all else, I sometimes ignore the standard way of doing something simply because it is not original. My intense dislike for the routine and predictable can make it difficult for me to notice the necessary details. I sometimes neglect the needed preparation when, in my zeal to take on something fresh, I dive in too quickly. Once major problems are solved, I am often off to the next exciting adventure rather than sticking around to see the original project through to completion. I need to work toward making commitments to fewer projects so I will complete more of the ones I start. Often I talk so quickly and so much that I don’t allow others to contribute. I am honest and fair, but can be blunt and tactless in my ready criticism of others. I need to consider the feelings of others as valid and important, even if I don’t share them. While I can be charming, funny and entertaining, I can also be insincere. I need to resist the urge to simply adapt and perform, and instead share my genuine emotions. My reluctance to commit to one thing stems from the fear that I may miss other, more appealing opportunities. My desire to remain open and responsive to new challenges can make me undependable and inconsiderate to the plans and schedules of others. Thinking through how my actions affect others will help me be more dependable. My natural quickness and ability to anticipate what is coming means I occasionally assume erroneously that I know what the person is going to say, and may jump in to finish their sentences. Taking the time to pay closer attention to what is actually going on in the real world around me and listening carefully to the input and reactions of others will help me avoid appearing arrogant and rude.

AVOID GENERATING SO MANY OPTIONS THAT IT IS IMPOSSIBLE TO MAKE A DECISION AND FOLLOW THROUGH ON NECESSARY DETAILS

Pay close attention to the facts, details and timelines of a project. Eliminate unrealistic options along the way and stick with my established list of priorities.

DO NOT DISMISS THE FEELINGS OF OTHERS, APPEARING ARROGANT OR RUDE

Focus on how a project or statement will affect others. Offer positive feedback before negative criticism, knowing that some people may take criticism very personally.

DISCIPLINE MYSELF; DO NOT PROCRASTINATE; DON’T PUT OFF DECISIONS SO LONG THAT OPTIONS ARE ELIMINATED FOR ME

Establish and adhere to deadlines. Notify people when I expect to be late.

DON'T INTERRUPT OTHERS SPEAKING BECAUSE AN IDEA HAS COME TO ME

Listen; wait and/or make a note of my thoughts until I am sure the person has finished speaking before offering my ideas and input.

Repeat back what the person has said so I am sure I understood what they *actually* said.

Take courses and seminars to continue to expand my expertise and credentials.

Team up with co-workers and/or work in teams.

If possible, delegate routine tasks to others.

Hire an assistant who is good with details and follow-through.

Find other creative people with whom to brainstorm.

Join professional associations and attend conferences.

Change my focus if I'm not stimulated or challenged; work on something else for a while.

Develop a "critical friends" group to critique each other's ideas and plans.

Make sure I have a variety of projects to work on.

MY STRENGTHS

- Excellent communication skills and the ability to get others excited about my ideas
- Eagerness to "think outside the box" and consider new possibilities
- Great creative problem-solving skills
- Courage to take some risks, try new things and overcome obstacles
- Broad range of interests and ability to learn new things quickly
- Ability to withstand rejection and maintain optimism and enthusiasm
- Great confidence and drive to continually increase my knowledge
- Natural curiosity and skills for getting the information I need
- Ability to see the big picture and the implications of actions and ideas
- Ability to juggle several projects at once
- Perceptiveness about people—their needs and motivations
- Adaptability and ease shifting gears and changing directions quickly
- Great social ease and ability to fit comfortably into most social situations

MY CHALLENGES

- Trouble keeping myself organized
- Difficulty setting priorities and making decisions
- Overconfidence; I may misrepresent my abilities or experience
- May focus on what's possible rather than what's doable or probable
- Tendency to promise more than I can deliver
- Impatience with unimaginative or inflexible people and people whose competence I question
- Tendency to lose interest in projects once problems are resolved
- Dislike of doing things in traditional, established, or routine manner
- Lack of discipline when it comes to attending to and following through on important details
- Tendency to become bored or easily sidetracked
- Dislike of repetitive tasks

PRIORITIZE, FOCUS, AND FOLLOW THROUGH ESPECIALLY WITH COMMITMENTS MADE TO OTHERS.

I am full of enthusiasm and new ideas. Optimistic, spontaneous, creative and confident, I have an original mind and a strong sense of the possible. For me, life is an exciting drama. Because I am so interested in possibilities, I see significance in all things and prefer to keep lots of options open. I am a perceptive and keen observer and notice anything out of the ordinary. I am curious, preferring to understand rather than judge. Imaginative, adaptable and alert, I value inspiration above all else and am often an ingenious inventor. I am sometimes a nonconformist and am good at seeing new ways of doing things. I open up new avenues for thought and action. In carrying out my innovative ideas, I rely on my impulsive energy. I have lots of initiative and find problems stimulating. I also get an infusion of energy from being around other people and can successfully combine my talents with the strengths of others. I am charming and full of vitality. I treat people with sympathy, gentleness and warmth and am ready to help anyone with a problem. I can be remarkably insightful and perceptive and I care about the development of others. I avoid conflict and prefer harmony. I put more energy into maintaining personal relationships than into maintaining objects and like to keep a wide assortment of relationships alive.

POSSIBLE BLIND SPOTS

Since I find it so easy to generate ideas, I have difficulty focusing on just one thing at a time and can have trouble making a decision. I see so many possibilities that I have difficulty selecting the best activity or interest to pursue. Sometimes I make poor choices or get involved with too many things at once. Carefully choosing where I will focus my energy helps me avoid wasting my time and squandering my considerable talents. To me, the fun part of a project is the initial problem solving and creation of something new. I like to exercise my inspiration on the important and challenging parts of a problem. After this stage, I often lose interest and lack the self-discipline necessary to complete what I’ve started. I am likely to start many projects but finish few. I have more to show for my efforts when I follow through with the necessary but tedious parts of a project until it is completed. Often writing important facts or steps down on paper will help me from getting side tracked. Often I am not particularly well organized. I can benefit from learning and applying time management and personal organizational skills. I do well when I team up with other more realistic and practical people. This usually suits me fine anyway, since I don’t like working alone, especially for extended periods of time. I find working with another person, even on a less interesting phase of a project, far preferable to working alone. I am not much interested in details. Since I am more excited about using my imagination and creating something original, I may not bother to collect all the information I need in order to carry out a particular activity. Sometimes I just improvise on the spot instead of planning and preparing ahead. Because I find information gathering tedious, I run the risk of never getting past the “bright idea” stage, or once started, never finishing. Always restless, I’d rather put off dealing with troublesome details and move on to something else new or unusual. I am more effective when I consciously attend to the actual world around me and gather more realistic impressions to make my innovations workable.

FOLLOW THROUGH ON MY IDEAS & OPTIONS

Develop and then *use* a system of my choosing to help me check my progress so that nothing slips through the cracks. Stick with whatever I decide, rather than dropping it to try a more intriguing system before giving the first one a chance to help me. Procrastinating may mean that I lose out on potentially satisfying opportunities because I took too long to decide. Decide when I have enough information rather than go on indefinitely gathering more.

PAY ATTENTION TO THE REALISTIC FACTS

Focus my energy and attention on seeing what is really in front of me rather than just what might be. Be realistic when planning how long things will take, how much they will cost and how much I can afford. Make plans so that I am prepared in case things don’t work out exactly as I plan.

CURB YOUR TENDENCY TO LEAP BEFORE YOU LOOK!

Develop a plan in advance so I don't squander my inspirations and energy in areas that aren't right for me. Generate a list of criteria including what I can't live without as well as what would be nice, but not imperative. Continue to use that list as a guide, comparing potential opportunities to it before pursuing them fully.

WORK ON SELF-DISCIPLINE

Use proven time management skills and systems to help me stay organized. Ask an organized friend to help me (and to make it more fun). Prioritize the most important tasks, issues and activities so I can't become distracted easily. Don't let impromptu socializing take me away from the less exciting, but nevertheless important things.

MY STRENGTHS

- Eagerness to "think outside the box" and consider new possibilities
- Courage to take some risks, try new things and overcome obstacles
- A broad range of interests and the ability to quickly learn things that interest me
- Natural curiosity and skill for getting the information I need
- Ability to see the big picture and the implications of actions and ideas
- Excellent communication skills and ability to rouse others' enthusiasm
- Adaptability; I can shift gears and change directions quickly
- Perceptiveness about people; I understand their needs and motivations

MY CHALLENGES

- Difficulty setting priorities and making decisions
- Impatience with uncreative people
- Reluctance to do things in traditional or routine ways
- Lack of discipline when attending to and following through on important details
- Tendency to become bored or sidetracked, especially after creative process is done
- Dislike for doing repetitive tasks
- Impatience working with systems or people who are too rigid
- Preference for focusing on what's possible rather than what's doable or probable
- Tendency to be disorganized

**PRIORITIZE, FOCUS AND FOLLOW THROUGH!
DON'T PUT OFF MAKING DECISIONS.**

15) INTJ- Introverted, Intuitive, Thinking, Judging

“Competence + Independence = Perfection”

I am a perfectionist. My strong need for autonomy and personal competence as well as my unshakable faith in my own original ideas drives me to achieve my objectives. Logical, critical and ingenious, I can see the consequences of the application of new ideas and live to see systems translated in real substance. I am demanding of others and myself and tend to drive others almost as hard as myself. I am not particularly bothered by indifference or criticism. As with most independent types, I prefer to do things my own way. I am usually skeptical, decisive and determined in the face of opposition. I am not impressed with authority per se, but can conform to rules if I see them as useful to my greater purpose. With an original mind, great insight and vision, I am a natural brainstormer. I am naturally theoretical and work well with complex and global concepts. I am a good strategic thinker and can usually see with clarity the benefits and flaws of any situation. In subjects that interest me, I am a fine organizer with incredible concentration, focus energy and drive. My many accomplishments are achieved through determination and perseverance towards reaching or exceeding my high standards.

POSSIBLE BLIND SPOTS

Being a visionary with sometimes unrealistically high standards, I may expect too much from others and myself. In fact, I tend not to care how I measure up to others' standards; it is my own that are important. I may lack an understanding of how my behaviour affects others and can be critical and blunt in giving recommendations for improvement. I don't often encourage others to challenge my views or express any personal feelings. Because I have a rather impersonal style, I may erroneously assume others wish to be treated in the same manner. I need to learn to understand the seemingly “illogical” feelings of others, and accept that they are rational and valid. This will keep me from alienating and offending those around me. Because I place so much value on my own vision and ideas for the future, I am vulnerable to missing some important realities and facts of the present moment. I may also fail to recognize practical challenges in my ideas that may make their execution more difficult. Gathering all the relevant and factual data will help ensure that my ideas are workable. I need to simplify my often theoretical and complicated ideas so I can communicate them to others. Because I often choose to be alone and am single minded in my efforts, I can neglect to invite others to participate or assist in my activities. Soliciting the input and suggestions of others can help me recognize an impractical idea earlier in the process, or help me make the necessary changes and improvements before investing huge amounts of time. Increased effectiveness for me lies in making an effort to yield on less important points in order to win the more important ones. Giving in occasionally will also decrease the likelihood of me becoming too stubborn and controlling. When I make an effort to adopt a more accepting approach to life and my dealings with others, I will achieve more balance, competence and succeed at having more of my innovations accepted by the world.

ATTEND TO ALL NECESSARY AND RELEVANT FACTS, NOT JUST THE NEW AND NOVEL

Spend time focusing on the realities and practical application of my ideas rather than just on the innovative implications. Concentrate on not letting things fall through the cracks because I assume they are already taken care of.

USE TACT AND DIPLOMACY IN GETTING OTHERS TO BUY MY IDEAS; AVOID APPEARING ARROGANT AND CONDESCENDING TO POTENTIAL CONTACTS

Be persuasive in my approach rather than unyielding in my style, allowing others to comment or challenge my viewpoint. Consider the ramifications and impact a decision or comment may have on another person, understanding that others often take criticism personally.

Remember I'm in a selling position, attempting to portray myself as part of a team, someone who can and will contribute to the goals of the organization.

Take time to listen fully and completely to other people and repeat back to them what they said to be sure I haven't made incorrect assumptions. Try to get appointed to strategic planning committees. Develop systems and work to get them implemented with the organization.

INTJ cont'd.

Use my organizational skills to stay on top of projects, make plans, be on time and follow up with prospects.

Organize my ideas into thoughtful and systematic work plans and stick with my agenda.

Use my skills at critical analysis to eliminate unfavorable options along the way, reorganizing my plan when necessary.

Make sure I have enough uninterrupted time to think and work on projects that interest me.

Develop a “critical friends” group to critique each other’s ideas.

Seek professional development opportunities. Sign up for advanced training (or a degree) in my area of specialty.

Publish research and articles in my field.

MY STRENGTHS

- Ability to focus and concentrate deeply on issues, see possibilities and implications; enjoyment of complex theoretical and intellectual challenges
- Aptitude for creative problem solving; ability to examine issues objectively
- Single-minded determination to reach my goals even in the face of opposition
- Confidence and commitment to my vision; strong motivation to be competent and excel
- Ability to work well alone; independent and self-directed
- High standards and strong work ethic; ability to create systems and models to achieve my objectives
- Comfort with technology; logical and analytical decision-making skills

MY CHALLENGES

- Loss of interest in projects after creative process has been completed
- Tendency to drive others as hard as I drive myself; impatience with others who are not as quick as I am
- Difficulty working with or for others I consider less competent
- Brusqueness and lack of tact and diplomacy, especially when I’m rushed
- Lack of interest in mundane details
- Inflexibility about my ideas
- Tendency to want to improve things that don’t need improving
- Tendency to be too theoretical and not consider practical realities
- Tendency to not adequately appreciate and praise employees, colleagues and others
- Reluctance to reexamine issues already decided
- May overemphasize work life to the detriment of home life
- Impatience with “social niceties” required in some settings

**CONSIDER PRACTICAL REALITIES,
RECOGNIZE THE VALUE OF INPUT FROM OTHERS
AND BALANCE MY WORK AND PERSONAL LIFE.**

I inhabit a world of ideas. I am an independent thinker with strong feelings, firm principles and personal integrity. I trust my own ideas and decisions, even in the face of skepticism. I am motivated by an inner vision that I value above all else, including prevailing opinion or established authority. I often see deeper meaning and have intuitive insights into situations. My inspirations are important and valid to me even if others don't share my enthusiasm. I am loyal and committed to what I undertake. I am quietly forceful in having my ideas accepted and applied. I value integrity and can be determined to the point of being stubborn. Because of the strength of my convictions and my clear vision of what is best for the common good, I can be a great leader. I am often honored or respected for my contribution. Because I value harmony and agreement, I like to persuade others of the validity of my viewpoint. I win the cooperation of others by using approval and praise, rather than argument or intimidation. I will go to great lengths to promote fellowship and avoid conflict. Generally a thoughtful decision maker, I find problems stimulating and usually reflect carefully before I act. I prefer to focus in great depth on one thing at a time, which can result in periods of single-mindedness. Empathetic and compassionate, I have a strong desire to contribute to the welfare of others. I am aware of other people's emotions and interests and often deal well with complicated people. I myself tend to have a deep, complex personality and can be both sensitive and insensitive. I can be reserved and hard to get to know, but am willing to share my inner self with people I trust. I tend to have a small circle of deep, longstanding friendships and can generate plenty of personal warmth and enthusiasm in the right circumstances.

POSSIBLE BLIND SPOTS

Since I tend to be so absorbed with “the idea”, I can sometimes be impractical and am capable of neglecting routine details that need attention. Becoming more aware of what is around me and relying more on proven information helps me anchor my creative ideas in the real world. I can be so committed to my own principles that I develop tunnel vision. I resist changing decisions once they have been made. Sometimes I overlook important facts that don't support my position or resist ideas that conflict with my values. I may not hear the objections of others because to me, my position seems unquestionable. I need to attempt to look at myself and at my work more objectively, as others might. Because I am so protective of my vision, I tend to over-regulate. I am often a perfectionist and I can be hypersensitive to criticism. Although I am strong-willed, I also have difficulty dealing with conflicts in relationships and can become disappointed or disillusioned if conflict develops. The more objective I can be about my relationships and myself, the less vulnerable I will be to disappointment.

FIND CREATIVE SOLUTIONS TO OBSTACLES THAT ARISE

Approach temporary setbacks as problems to be solved rather than as insurmountable obstacles.
Use my natural ability to look ahead for the next opportunity or to recover from disappointment.

CONCENTRATE ON THE FACTS AND DETAILS, NOT JUST THE BIG PICTURE

It requires a conscious effort to tune in to what is actually before me – to read what is on the lines, not just what is *between* them. Make notes ahead of time to be sure I ask the practical questions about what the activity or plan is really like, including specific details.

ESTABLISH REALISTIC EXPECTATIONS

Engage in “reality testing” to make sure I am being realistic about what I am getting involved in.
Ask a friend to help me by playing devil's advocate with my idea.
Set more realistic goals to avoid the tendency to become overly perfectionistic only to end up experiencing the disappointment that comes from not accomplishing all I had hoped.

AVOID MAKING DECISIONS BASED SOLEY ON MY PERSONAL FEELINGS

Remember that I naturally see things from a personal perspective and need to consciously engage my logical thinking skills.

Don't confuse "rapport established" with friendship when I first meet with someone. Keep myself a bit detached from the situation, not making a more permanent connection until I know more.

DON'T CONSIDER A POSSIBILITY SO LONG THAT I DON'T ACT ON IT

Develop a reasonable list of options to pursue and a timetable in which to research them. Hold myself accountable for meeting an established quota or deadline.

Be flexible in setting my criteria and remember that sometimes-unexpected benefits appear when I stay open to another point of view.

MY STRENGTHS

- Integrity that inspires people to value my ideas
- Focus and single-mindedness about projects that are important to me
- Decisiveness and strong organizational skills
- Creativity and ability to come up with original solutions
- Empathy and ability to anticipate others' needs
- Perspective to see the big picture and the future implications of actions and ideas
- Ability to understand complex concepts
- Genuine interest in others and talent for helping others grow and develop
- Independent streak and strong personal convictions
- Drive to be productive and reach my goals
- Deep commitment to work I believe in

MY CHALLENGES

- Single-mindedness that can result in inflexibility
- Unrealistic sense of how long things takes
- Difficulty working on projects that conflict with my values
- Tendency to be impractical about viability and/or feasibility of some ideas
- Difficulty working in competitive or tension-filled environments
- Reluctance to revisit or reverse decisions once they have been made
- Difficulty dealing with conflict and a tendency to ignore unpleasantness
- Trouble disciplining subordinates with objectivity and directness
- Difficulty communicating complex ideas simply
- Tendency to be judgmental

**PAY ATTENTION TO DETAILS, BE FLEXIBLE
AND ABLE TO ACT SPONTANEOUSLY.**