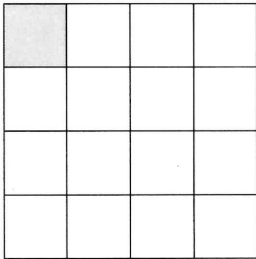


ISTJ

Dominant Introverted Sensing Auxiliary Extraverted Thinking



ISTJs are the backbone of organizations. They are reliable and loyal, organized and logical. Completing their work accurately and on time is very important to them.

Changing environments present a real challenge to ISTJs because their most effective way of operating comes from their careful accumulation of solid experience. When they need to make decisions and take action, they review their relevant experience for guidelines. Situations in which they have no experience can seem confusing and out of control to them. They need time and the opportunity to use their carefully developed expertise to structure the process.

When They Have to Deal with Losses

ISTJs contribute by:

- Making a clean break, gathering what will be needed, and moving on
- Analyzing the situation
- Understanding the realities
- Keeping colleagues on track
- Using a methodical decision-making process

ISTJs have difficulty with:

- Accepting a change unless they see logical reasons for it
- Reopening things—"what's done is done; let's get on with it"
- Dealing with people's needs that are different from their own
- Celebrating

During the Transition Period

ISTJs report the following reactions:

- Ask, "Why do we need a plan?" We *have* one
- Lose focus, feel frustration from not knowing and from lack of structure—can be irritable, uncomfortable
- Feel tempted to drop the project or look for excuses not to be involved
- Don't like muddle or whining
- Dislike brainstorming

ISTJs tend to focus on:

- Facts and strategic planning
- Timelines, goals, and completion
- Other projects that are more structured

During the Startup Phase

ISTJs report the following as obstacles to starting:

- Need a complete plan before starting
- Have difficulty involving others in their planning
- Assume their priorities are others' priorities
- "Jump the gun" in their overwhelming need to have the plan working

ISTJs contribute by:

- Scheduling, structuring, and organizing the plan
- Giving substance to the vision
- Getting things started

What ISTJs need during a time of change:

- Realistic reasons for the changes
- Lots of accurate, specific data to support the reasons
- Realistic goals and timelines
- The opportunity to develop detailed plans and structures
- Being able to use their experience to assist in the change
- Loyalty from others—above and below them

What ISTJs report when not supported in a time of change:

- Feeling overwhelmed and confused
- Trying to organize everything in their environment
- Stubbornly clinging to "the way we have always done it"
- Insisting on going "by the book"