



ISTJ

Introverted Sensing Thinking Judging

The *Myers-Briggs Type Indicator*® (MBTI®), based on Jung's theory of psychological type, reports your preferences on four scales. Each scale represents two opposite preferences. The four letters that make up your type can help you understand yourself and your interactions with others.

Your type is the combination of preferences you chose when you answered the MBTI. It is up to you to decide what type you truly are, since only you know your true preferences. The scores on the MBTI indicate clarity of preference, not strength or ability to perform in the various areas. All of us use all of the functions at different times; your type indicates those functions you prefer to use most often.

There are no "good" or "bad" types. All types contribute special gifts to the world. Knowing your type can help you understand and develop both your most and least preferred functions, as well as help you understand and work with other people.

The information presented in this booklet was derived from various MBTI sources: the MBTI Manual by Isabel Myers and Mary McCaulley, *Introduction to Type* by Isabel Myers, *Introduction to Type in Organizations* by Sandra Hirsh and Jean Kummerow, and *Work, Play, and Type* by Judith Provost. CPP would like to thank these authors for their invaluable contributions to the world of type.

Useful Resources:

Gifts Differing (1980) by Isabel Briggs Myers with Peter Myers

The Inner Image (1990) by William Yabroff

LIFETypes (1989) by Sandra Hirsh and Jean Kummerow

Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator (1985) by Isabel Briggs Myers and Mary McCaulley

Portraits of Type (1991) by Avril Thorne and Harrison Gough
Work, Play, and Type (1990) by Judith Provost

E Extraversion

People who prefer Extraversion tend to focus on the outer world of people and things.

S Sensing

People who prefer Sensing tend to focus on the present and on concrete information gained from their senses.

T Thinking

People who prefer Thinking tend to base their decisions on logic and on objective analysis of cause and effect.

J Judgment

People who prefer Judgment tend to like a planned and organized approach to life and prefer to have things settled.

I Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

N iNtuition

People who prefer Intuition tend to focus on the future, with a view toward patterns and possibilities.

F Feeling

People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered concerns.

P Perception

People who prefer Perception tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

Description of an ISTJ

People with ISTJ preferences are extremely dependable and have a complete, realistic, and practical respect for the facts. They absorb, remember, and use any number of facts and are careful about their accuracy. When they see that something needs to be done, they accept the responsibility, often beyond the call of duty. They like everything clearly stated.

Their private reactions, which seldom show in their faces, are often vivid and intense. Even when dealing with a crisis they look calm and composed. Not until you know them very well do you discover that behind their outer calm they are viewing the situation from an intensely individual angle. When ISTJs are "on duty" and dealing with the world, however, their behavior is sound and sensible.

ISTJs are thorough, painstaking, systematic, hard-working, and careful with particulars and procedures. Their perseverance tends to stabilize everything with which they are connected. They do not enter into things impulsively, but once committed, they are very hard to distract or discourage. ISTJs often choose careers where their talents for organization and accuracy are rewarded. Examples are accounting, civil engineering, law, production, construction, health careers, and office work. They often move into supervisory and management roles.

If they are in charge of something, their practical judgment and valuing of procedure makes them consistent and conservative, assembling the necessary facts to support their evaluations and decisions. They look for solutions to present problems in the successes of the past. With time they become masters of even the smallest elements of their work, but don't give themselves any special credit for this knowledge.

They *may* encounter problems if they expect everyone to be as logical and analytical as they are. They then run the danger of inappropriately passing judgment on others or overriding less forceful people. A useful rule is for them to use their thinking to make decisions about inanimate objects or their own behavior, and to use their perception to understand others. If they use their senses to see what really matters to others, so that it becomes a fact to be respected, they may go to generous lengths to help.

Another problem may arise *if* the ISTJ's thinking remains undeveloped. They may retreat, becoming absorbed with their inner reactions to sense-impressions, with nothing of value being produced. They may also tend to be somewhat suspicious of imagination and intuition, and not take it seriously enough.

Leisure Activities of an ISTJ

Serious and often solitary in their leisure, they apply their concentration and thoroughness to leisure activities. They prefer activities with purpose and concrete outcomes or measurably increased skill. They're deliberate in their approach to play and tend to be little given to spontaneity. Examples of play activities for ISTJs include: chess, Trivial Pursuit, computer games, aerobics, or golf.

Descriptive Adjectives of Your Type

dependable	painstaking	sensible
factual	practical	steadfast
duty bound	realistic	systematic
organized	reliable	thorough

Personal Strengths of Your Type

I	Depth of concentration
S	Reliance on facts
T	Logic and analysis
J	Organization

Dynamics of Your Type

Dominant function	Sensing
Secondary function	Thinking
Tertiary function	Feeling
Least preferred function	Intuition

Organizational Preferences of an ISTJ

ISTJs are thorough, painstaking,
systematic, hard-working, and careful
with detail.

Contributions to the Organization

- Get things done steadily and on schedule
- Are particularly strong with detail and careful in managing it
- Have things at the right place at the right time
- Can be counted on to honor commitments and follow through
- Work well within organizational structure

Leadership Style

- Use experience and knowledge of the facts to make decisions
- Build on reliable, stable, and consistent performance to take charge
- Respect traditional, hierarchical approaches
- Reward those who follow the rules while getting the job done
- Pay attention to immediate and practical organizational needs

Preferred Work Environment

- Contains hard-working people focused on facts and results
- Provides security
- Rewards a steady pace
- Structured
- Task-oriented
- Orderly
- Allows privacy for uninterrupted work

Potential Pitfalls

- May overlook the long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways and thought of as inflexible
- May expect others to conform to standard operating procedures and thus not encourage innovation

Problem-solving Approach

- Gather all the facts
- Examine the logical consequences
- Consider the impact on others
- Generate all the possibilities

Suggestions for Development

- May need to pay attention to the wider ramifications of problems in addition to present realities
- May need to consider the human element and communicate deserved appreciation
- May need to try fresh alternatives to avoid ruts
- May need to develop patience for those who ignore standard operating procedures while trying out new techniques

Characteristics Frequently Associated with Each Type

Sensing Types

Intuitive Types

<p>ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic, and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.</p>	<p>ISFJ Quiet, friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough and painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.</p>	<p>INFJ Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.</p>	<p>INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important.</p>
<p>ISTP Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.</p>	<p>ISFP Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done because they enjoy the present moment and do not want to spoil it by undue haste or exertion.</p>	<p>INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.</p>	<p>INTP Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.</p>
<p>ESTP Good at on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.</p>	<p>ESFP Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.</p>	<p>ENFP Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.</p>	<p>ENTP Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.</p>
<p>ESTJ Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.</p>	<p>ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.</p>	<p>ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.</p>	<p>ENTJ Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well-informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.</p>

Introverts

Extraverts