

## SHORT PROFILES OF THE 16 MBTI® TYPES

*'16 different ways of being normal'*

Especially if you are new to MBTI®, please read [An Introduction To The Myers-Briggs Type Indicator®](#) available on this website first.

### FOREWARD

The following profiles are designed to give only a brief description of each type in good faith, for those who have completed the MBTI Step I Questionnaire.

People *are* different! We are all subject to different experiences of life, social pressures and education. The MBTI® describes *broad, likely* preferences of behavioural preferences. It is quite possible that you will not agree with all the description offered here for your type, which you will note is largely prefaced with 'may...', 'might...', 'can tend to...', 'is likely to ...' But at least 80% of a profile's general description for your type will probably resonate with you, if your 'true type' has been correctly established.

NB:

- f If your profile does not seem to fit you well, this may be because your 'reported type' is not your 'true type'. Have a look at a neighbouring type using say three of the preferences you are most sure about, to see if this may be more typical of you.
- f Only you should decide your true type. Some of your characteristic behaviours and preferences may be innate, while others may be learned or socially conditioned. MBTI® seeks to help you to find your 'true type', which can be a highly liberating experience in helping you to be true to yourself, but it does not guarantee to!
- f Remember! There were no right answers when you answered the MBTI Questionnaire® – just as there are no 'best types'. Every type has both its inherent strengths and other areas that may be less well developed.
- f The indication of typical career choices by each type is well researched in the UK and North America in particular, but these are brief suggestions only of where many of this type can be found at work. They are not exclusive, nor do they suggest that they would necessarily make the best choice for you!

### TYPE DEVELOPMENT - SUMMARY

If this paragraph means nothing to you, do have a look at the end of the Introduction?

TYPE	ISTJ	ISFJ	INFJ	INTJ	ISTP	ISFP	INFP	INTP
<b>Dominant</b>	S(i)	S(i)	N(i)	N(i)	T(i)	F(i)	F(i)	T(i)
<b>Auxiliary</b>	T(e)	F(e)	F(e)	T(e)	S(e)	S(e)	N(e)	N(e)
<b>Tertiary</b>	F	T	T	F	N	N	S	S
<b>Inferior</b>	N(e)	N(e)	S(e)	S(e)	F(e)	T(e)	T(e)	F(e)

TYPE	ESTP	ESFP	ENFP	ENTP	ESTJ	ESFJ	ENFJ	ENTJ
<b>Dominant</b>	S(e)	S(e)	N(e)	N(e)	T(e)	F(e)	F(e)	T(e)
<b>Auxiliary</b>	T(i)	F(i)	F(i)	T(i)	S(i)	S(i)	N(i)	N(i)
<b>Tertiary</b>	F	T	T	F	N	N	S	S
<b>Inferior</b>	N(i)	N(i)	S(i)	S(i)	F(i)	T(i)	T(i)	F(i)

{(i) suggests the relevant function is introverted, (e) that it is **extraverted**}

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## An ISTJ Profile

**ISTJs** are amongst the most commonly found in the Western world of the '16 different ways of being normal'. In the UK they represent about 14% of the population. This type is often styled '**the Trustee**', '**the Inspector**' or even '**the Pragmatist**', being down-to-earth, practical, often devoted to duty with a strong sense of right and wrong.

*Introvert, Sensing, Thinking and Judging* by preference, they are likely to be decisive in practical matters, honourable, serious, quiet, persevering, law-abiding, dependable, disciplined and thorough.

ISTJs tend to be orderly, earning success by attending to detail, making up their own minds and taking responsibility to ensure that things are done steadily, accurately and securely, regardless of distraction or protest. They may also expect others to act in the same manner, so may be particularly upset if someone else is late for a meeting or lets them down, for example. ISTJs tend to welcome order and routine.

Their motto may well be '**say what you see, not what you think**', because of a common preference for tested and verifiable data that can readily be analysed. Perhaps because of this characteristic, along with ESTJs, many find MBTI hard to credit on first introduction. Many report a sense of covert doubt: 'how can you possibly know?'; coupled with practical frustration of 'what should I do with this knowledge, even if it is right?'. They may however more be impressed on learning about the detail of the vast amount of practical research, the 'facts' concerning its construction and history, but probably not the rationale.

By the same token, they are inclined to be easily offended if their own competency or the factual basis of their analysis is challenged, not least because this is where they know their strengths and dedication reliably lie. Accordingly, they will also tend to trust others who provide reliable and consistent information over a period of time and obey the rules.

Their '*dominant function*' is *introverted Sensing*, suggesting a sense of orderliness through clear internal definitions of how things 'ought to be' and data stored from the past. This may upset others who have less enthusiasm for their preference for detailed, factual explanation. They may also be prone to liking posters, printed slogans and 'helpful' notices. Under pressure, they may become insistent that only *their* facts are worth knowing.

Their '*auxiliary function*' is *extraverted Thinking*, which helps to make their internal sense of what 'ought to be' available to others, when it is appropriate and necessary.

Their '*tertiary function*' is *Feeling*, which is not readily expressed overtly, although it may well be through subtle, non-verbal signals, such as a nod, a smile or a look.

Their '*inferior function*' is *extraverted Intuition*. Being least well developed, it may result in unhelpful stereotyping. Under extreme pressure, this may well be reinforced by dogmatic insistence that their experience is the only experience of real value.

ISTJs often make their careers as supervisors, auditors, administrators and teachers, or in accountancy, law or insurance.

To be persuaded, they tend to want verifiable facts, not the logic (irrelevant?), nor an appeal to their emotion or some 'greater good' (not the point?). Once persuaded however, they are likely to remain loyal and dependable in spite of adversity.

## An ISFJ Profile

**ISFJs** are amongst the most commonly found of the '16 different ways of being normal'. In the UK they represent about 13% of the population. This type is often styled '**the Conservator**' or '**Guardian**', characterised by their desire to serve others, often with strong personal loyalty, tradition and a sense of duty and unstinting devotion.

*Introvert, Sensing, Feeling and Judging* by preference, they are likely to be quiet, friendly (especially one-to-one or in small groups), responsible, conscientious, accurate, patient, considerate, perceptive and concerned for others.

ISFJs tend to be highly reliable, dependable, methodical, but also reluctant to delegate to others. Their sense of devotion may well be towards an individual, rather than an organisation, and they may be especially devoted to their families. All the 'SJ' types commonly place a higher regard than most on social convention and tradition; many (but not all!) being the most dependable in remembering other's birthdays or anniversaries. They may however find it particularly hard to share their own burden or misfortunes.

Their motto may well be '**duty calls**', because of a common preference amongst SFs for service to a specific and identifiable community. They may well therefore take special value in understanding MBTI as a means of developing themselves to this end and, indeed, understanding better the needs of those they wish to help or serve.

Nevertheless, ISFJs may tend to consider that theory without practice has little value and may all too readily put themselves down if their own practice seems to fail to hit the standard required. They are likely to value consistent and reliable information that will help people, and may be inclined to avoid argument, debate or sustained disagreement.

Their '*dominant function*' is *introverted Sensing*, suggesting a sense of orderliness through clear internal definitions of how things ought to be and what is 'right'. This may well result in a high regard for convention and conforming to social norms. They may also find uncertainty or ambiguity particularly hard to deal with and, under pressure, may become insistent that only *their* facts and experience of others are valuable.

Their '*auxiliary function*' is *extraverted Feeling*, allowing them to express their wish to be helpful, perhaps guarded however by their overriding sense of what is 'right and proper'.

Their '*tertiary function*' is *Thinking*, which is not readily observed being a less well-developed function, may result in making them vulnerable to those who may not in fact have their best interests at heart.

Their '*inferior function*' is *extraverted Intuition*. Being least well developed, it may result in unhelpful credibility of the unlikely, or unfounded disbelief in the probable – but also practical jokes and possibly even childlike devilment. Under extreme pressure, this function may then be reinforced by a pursuit of what others may see as unrealism or fantasy, and negativity.

ISFJs are often found in nursing, dentistry and General Practice, teaching, libraries, secretarial work, book-keeping, hair-dressing and child care.

To be persuaded, they are most likely to want to know the benefits to their chosen community, rather than have the logic (irrelevant?, who can say?), or a vision (only time will tell?).

## An INFJ Profile

**INFJs** are amongst the least commonly found of the '16 different ways of being normal'. In the UK they represent about 2% of the population. This type is often styled '**the Author**' or '**Sympathiser**', having a deep understanding of others, being value-driven, sometimes mystical, often intuitive, serious, academic and possibly influential 'behind the scenes'.

*Introvert, Intuitive, Feeling and Judging* by preference, they are likely to succeed through perseverance, originality, doing whatever is needed and being quietly forceful. They are likely to be good listeners, conscientious, private and helpful, with strong convictions for the 'common good'.

INFJs are said often to have a greater 'clarity of perception of inner, unconscious processes' than most, readily seeing the covert psychological (and even psychic) drivers behind the actions of others. They may even attract the soubriquet of prophet or seer because of this, enjoying the symbolic or metaphorical.

Their motto may well be '**inspire others**', through their common preference for ideas related to people and a willingness to hold idealistic beliefs. They may also be quite reluctant to leave an issue unresolved. Nevertheless, they are likely to value their 'own space' quite highly, and may become either hard-headed, dreamy or withdrawn when pushed. INFJs are most likely to be influenced by a sense of vision and values that most especially promote the well-being of human-kind. They may find cruelty in others or violence particularly upsetting.

Their '*dominant function*' is *introverted Intuition* can provide them their deep understanding of the hidden drivers of those they meet and may enhance their reputation for being visionary. Exaggerated under pressure however, this may lead to stubbornness that their internal vision, and only theirs, is right.

Their '*auxiliary function*' is *extraverted Feeling*, which can help them to express their feelings and opinions to carefully selected confidants, and may well account for the chosen profession of many INFJs recorded below. They may well find conflict unsettling, but can make accomplished peace-makers.

Their '*tertiary function*' is *Thinking*, which may happen in a quite subterranean and unintended fashion. This may suggest aloofness to others but, in all probability, is no more than deep concentration as this less well-developed function is called into hard service.

Their '*inferior function*' is *extraverted Sensing*. With this function being least well developed, and with a more natural focus on introverted Intuition, this may result in ignoring physical reality. Under extreme pressure, this may even result in a flight for novelty and a yearning for spontaneity and new experiences, or over-indulgence in Sensing activities, such as eating, drinking or watching TV and videos.

INFJs often make outstanding therapists and counsellors. Because of their inspirational qualities, they also can become gifted teachers in (usually) higher education or religious leaders.

To be persuaded, they are likely to respond most positively to appeals to their vision and values, of what might be or what (they think) should be, rather than the facts (boring?) or logic (not the point?).

## An INTJ Profile

**INTJs** are amongst the least commonly found of the '16 different ways of being normal'. In the UK they represent less than 2% of the population. This type is often styled '**the Scientist**' or '**Analyst**', being self-confident, introspective, realistic, logical, pragmatic, autonomous, independent, ruthlessly theoretical, intuitive and hard working.

*Introvert, Intuitive, Thinking and Judging* by preference, they are likely to be original thinkers, well organised in the fields that interest them, driving projects through with (or without) help, sceptical, critical, determined and sometimes even stubborn. The authority of others, *per se*, is unlikely to hold any sway over them. Ingenious ideas and rigorous logic are what count.

INTJs may appear shy and rather distant towards others, loyal to institutions but less focused on the people in them. Others may report a sense of being judged, probably quite unintentionally as far as the INTJ was concerned, but INTJs do tend to know their own mind and, because they often feel 'they just know', may see no need to explain further. This strong internal confidence may seem like arrogance to others, especially as this type is often very bright and independent. These characteristics may also lead to a reluctance for self-promotion and personal advance, as though it is quite obvious how capable they are. Social status and undiscerning approval will probably mean little to most INTJs. Recognition of a bright idea or an ingenious solution by those who really know will mean much more.

Their motto may well be '**Does it work, can it be improved?**'. They can be quite demanding and may be perfectionists. Being demanding on themselves, they may also be equally demanding of others. INTJs often have considerable expertise in their chosen fields, but may need to be asked to share it on occasion.

INTJs usually value analysis and theories, supported by systematic evidence supported by a variety of sources. They may dislike working to others' structures and will particularly dislike any hint that their intellectual development is undervalued or not appreciated. Naturally passive and very private, in difficult times they may become withdrawn, reserved and possibly stubborn.

Their '*dominant function*' is *introverted Intuition*, which supports their rich generation of ingenious ideas and novel solutions to complex puzzles and problems. Under pressure however, they may be inclined to keep these ideas to themselves, perhaps to satisfy their own psychological needs rather than the practical requirements of others.

Their '*auxiliary function*' is *extraverted Thinking*, which may make them wonderfully clear (if sometimes elaborate) explainers and teachers of complicated issues and theories.

Their '*tertiary function*' is *Feeling*, which may not always appear very obvious to others. Nevertheless, INTJs can be prone to unexpected moments of unsolicited generosity.

Their '*inferior function*' is *extraverted Sensing*. At times of stress, this may surprisingly appear as 'don't confuse me with the facts' – 'logic' is much more valuable! Under extreme pressure, it may result in a drive for new experience and pleasure, and a desire to savour what 'logic' might have denied.

INTJs are often to be found in the sciences, engineering, research and systems building. (They also often make enthusiastic cross-word puzzlers and powerful players of chess, bridge and similar games.)

To be persuaded, they are likely to respond most positively to appeals to rational analysis and logic, rather than the facts (they cannot give the whole picture), emotion (not relevant?) or vision (that's for me, not you?).

## An ISTP Profile

**ISTPs** tend to be averagely distributed amongst the '16 different ways of being normal'. In the UK they represent about 6% of the population. This type is often styled '**the Artisan**', characterised by self-directed action orientation, seeking a mastery of tools, excitement and precision.

*Introvert, Sensing, Thinking and Perceiving* by preference, they are likely to be cool onlookers, quiet, detached and reserved, loyal to their 'brothers', possibly artful, analysers of life with flashes of original humour. They tend to be interested most in cause-and-effect and can often be skilled tacticians.

ISTPs are likely to be highly spontaneous, even impulsive, but may be quite inflexible if they see their chosen life-style threatened. Expression tends either to be non-verbal or with a devastating 'one-liner', which may be highly amusing but still seen by others as being inappropriate or tasteless. As with many 'SP' types, they may well fail to see the benefit of routine or theoretical classroom learning and its practical value, thus tending to favour more practical, utilitarian subjects. Not for them the desire to conform, expressed by many 'SJ' types, but rather a desire for personal excitement, risk and adventure, independent of social expectation, rule and authority.

Their motto may well be '**let me do my own thing – you do yours**', and even '**I'll try anything once**'. Theory is unlikely to serve them well as they tend to prefer direct action. Practical, detailed data, in the here and now, is likely to be much more appealing. Philosophical discussion may seem irrelevant, especially if this stands in the way of more practical, immediate goals and opportunity. ISTPs may well appreciate some inner calm, perhaps through meditation or a symbolic greeting with others (such as a hug or the shaking of hands), but they may also readily ignore those they have met before. Their desire tends to be for independence, personal space and flexibility.

Their '*dominant function*' is *introverted Thinking*, which tends to manifest itself in 'I'll do my thing, you do yours', focused on gathering large amounts of specific data. Drawn inwards, this thinking may be quite rich, but personal, private and free-spirited. If challenged, their view is most likely to be bound by their own logical structure, impervious to others. 'Your baggage is yours, leave me out of this' might well suggest the nature of their thoughts. Under pressure they may become cynical or negative.

Their '*auxiliary function*' is *extraverted Sensing*, allowing them uncannily to make machinery and other inanimate objects work, to find any practical malfunction and solve it. It may also serve them particularly well if they are keen on sports, to decide what is physically necessary and 'just do it'. Their spirit of adventure and the excitement derived from this might well see them through.

Their '*tertiary function*' is *Intuition* and, being tertiary, is likely to be under-developed and experienced as unprocessed 'gut reaction'. Not for them endless debate and discourse. It either works and seems right, or it doesn't.

Their '*inferior function*' is *extraverted Feeling*. Being least well developed, it may be simplistic or hypersensitive, resulting in trust in 'ne'er-do-wells', unexpected catastrophe or black-and-white emotional statements that, under extreme pressure, may result in loss of control.

ISTPs are often found in action-oriented jobs, such as the military, farming, fire-fighting, engineering maintenance, construction, cooking and carpentry. They may also be found in law-enforcement, nursing and education.

To be persuaded, they are likely to want to know the facts, but these had better be practical, easily verified and analysed, and relevant, to serve them well. Logic (whose?,

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yours or mine?), vision (who can tell?) and feelings (not the point?) are likely to be much less convincing to this type.

## An ISFP Profile

**ISFPs** tend to be averagely distributed amongst the '16 different ways of being normal'. In the UK they represent about 6% of the population. This type is styled variously as '**the Artist**' or '**the Peacemaker**', being inclined to live in the here and now, expressing themselves by deeds rather than words. They often have highly developed senses, may well be quietly aesthetic and are often experienced by others to be kind, trusting and sympathetic, in an un-enforced manner that shuns attention toward themselves.

*Introvert, Sensing, Feeling and Perceiving* by preference, they are likely to be retiring, quietly friendly, sensitive, modest, probably unplanned, loyal followers, often relaxed about getting things done and yet keen to avoid disagreement.

ISFPs are often in close touch with their senses, living in the here and now. They may privately suspect that 'noisy' people don't reflect, believing they probably cannot have been very thorough when addressing the detail. They are often said to be very charming and even ingratiating on first acquaintance, but might also on other occasions then seem quite aloof and remote. They may well value most pragmatic information related to other people. They can become quite competitive in sports and games, often relying on 'gut instinct' in common with other SP types, but otherwise may seem to be happiest being neither the best nor the worst. Without wishing to be a centre of attention, they may well be joking and light-hearted on occasion. Also in common with several other types, negative criticism is particularly unwelcome, as may be any threat to the collaboration of others. Under pressure, they can become irritable, touchy, suspicious and even undependable. They are particularly likely to trust in actions that will help others and may well work best when working for themselves.

Their motto may well be '**observe acutely, but keep it to yourself**'. They may find themselves frequently driven by social conformity, yet be prone to occasional outbursts of spontaneity that may leave both them and others quite surprised. In general, they will avoid the limelight, but they may still perform excellently when the spotlight falls upon them – and then have little to say about their performance afterwards.

Their '*dominant function*' is *introverted Feeling*, unfettered by external forces and codes of behaviour, and usually expresses itself as being true to themselves and their inner values, especially connected to respecting people and nature. This may lead to acts of valiant selflessness and great kindness but, under pressure, may possibly produce a sense in others of self-serving caprice.

Their '*auxiliary function*' is *extraverted Sensing*, to keep a close touch on what is happening around them. As with many SPs, they may have an acute sense of colour, texture, movement and sound, which can produce great beauty in their artistic expression, whether through painting and fine arts, dance or music.

Their '*tertiary function*' is *Intuition*, through which might lie their source of 'gut feeling'. It may also account however for a tendency towards solecism, non-sequitur and inadvertent spoonerism or malapropism.

Their '*inferior function*' is *extraverted Thinking*. Being least well developed, it may well result in a lack of realistic proportion, particularly when despairing of their own ability. Under extreme pressure, they may become highly critical of themselves and others.

ISFPs are often found in the Arts, secretarial work, public health, nursing, dentistry and working with animals.

To be persuaded, they tend to value service above all, rather than logic (what logic and whose?) or vision (who can tell?).

## An INFP Profile

**INFPs** are amongst the least commonly found of the '16 different ways of being normal'. In the UK they represent about 3% of the population. This type is often styled '**the Questor**', '**Idealist**' or '**Romantic**', characterised by being value-driven, calm, shy, caring, honourable, loyal and adaptable. They may also espouse special causes and often prize process over logic.

*Introvert, Intuitive, Feeling and Perceiving* by preference, they are likely to be enthusiastic but this may take time to reveal. They often care about learning, ideas, languages and pet projects and they may take on too much, while still getting things done. Many INFPs appear to have little concern for possessions or surroundings. Yet they never seem to lose their sense of wonder, especially of the natural living world. They often see good in all around them.

INFPs may well feel things deeply, although most often this will be hidden. They may well be driven by ideals of a 'greater good' and may well personalise the inanimate. Despite a tendency to make empty promises and a claim for a lack of practical skills, they may be highly skilled in choosing able deputies and they may be highly flexible in business matters, to their advantage.

Their motto may well be '**noble service to mankind**'. They often prize flexibility and unconventional thinking, and value information that reflects the positive qualities of others. Any questioning of their motives or lack of trust is likely to be felt as deeply wounding. INFPs are likely to trust their personal intuition about people and situations, and to be firmly driven by their own values. They can be quite frivolous and playful, and very supportive of others, but they may also create dramatic scenes themselves. While these are likely to be short-lived, those who show understanding and sympathy are likely to be particularly appreciated.

*Their 'dominant function' is introverted Feeling*, which can produce a rich inner world of peace, harmony, values and ideals, often based on respecting others. Under stress however, exaggeration of this function can produce a sense that only *their* values are valid.

*Their 'auxiliary function' is extraverted Intuition*, which might be experienced by others as benign creativity and a preference for philosophical – even theosophical - matters.

*Their 'tertiary function' is Sensing*, which can become categorical in its 'all or nothing' tertiary state. This may produce a sense of 'other-worldliness' in others' eyes, as the Sensing function may well be hidden deep, although their dominant Feeling function may well mitigate this.

*Their 'inferior function' is extraverted Thinking*. When functioning well, this may lend an aura of 'business-savvy', but as the 'inferior function' it may not be sustainable. Then, single impersonal facts may take on a disproportionate significance, especially in highly stressful times, at the expense of more serviceable principles. INFPs may then also become hyper-critical.

INFPs are often found in missionary work, medicine, teaching, writing, music, architecture, counselling and psychology or psychotherapy.

To be persuaded, they are likely to respond best to their inner sense of values and vision, rather than logic (whose logic?) or the facts (irrelevant?).

## An INTP Profile

**INTPs** are amongst the least commonly found of the '16 different ways of being normal'. In the UK they represent just over 2% of the population. This type is often styled either '**the Architect**' (of ideas, as well as buildings) or '**Observer**', characterised by being especially precise in word and thought, curious, concentrating well, spotting inconsistencies in data and prizing intelligence for its own sake.

*Introvert, Intuitive, Thinking and Perceiving* by preference, they are likely to be serious, quiet, practical, orderly, realistic, dependable, making their own minds up and working towards goals steadily, regardless of protests or distractions from others. Unimpressed by 'authority', they may be felt by others to be arrogant, appearing to be highly sceptical about proposals for change and yet having quite a gift for predicting others' next moves. INTPs are often analytical and pensive, easy-going and yet seeming to enjoy real complexity. Their fascination for logic and systems may well express itself in argument and debate, but more likely as trying to convince themselves rather than others, with the final outcome and practical realities of any conclusion perhaps being secondary to their private understanding or knowledge. Despite their preference for Intuition rather than Sensing, they may well appear pedantic to others about conceptual detail.

INTPs real joy may well be **problem solving**. They often feel that only independent and autonomous people can be truly imaginative, and will probably prize most highly theories, models and imaginative connections between ideas. They may be particularly upset and defensive when faced by any apparently illogical argument, or doubts expressed about the integrity of their own analysis, and may even become rebellious and non-conformist when faced with significant opposition. Sound theory, supported by deep analytical observation, is what they usually trust most.

Their '*dominant function*' is *introverted Thinking*, which may be typified by a search for the essential 'truth' of an idea or concept, probably shorn of its practical manifestations. Under pressure, this single-minded focus may well cause offence in others who might see the day-to-day realities and effects on people as being just as important considerations.

Their '*auxiliary function*' is *extraverted Intuition*, which can provide invaluable insight of the outer world or bright ideas when given free reign from their dominant, introverted Thinking. When allowed to flourish unfettered, this function might be expressed in games and spontaneous brainstorming which may even surprise themselves for its insight and practical value.

Their '*tertiary function*' is *Sensing*, which can help provide practical assistance to ideas and concepts when called into service.

Their '*inferior function*' is *extraverted Feeling*, which may be 'all or nothing'. Sometimes, expressed concern for others may be intense, if naïve. Under extreme pressure, important personal issues may well be left unresolved, in the possibly misguided belief that these are better not addressed to save causing offence. Alternatively, this may result in explosive emotional outbursts, surprising both themselves and others. Some may feel private concern for some un-named personal failure and possibly making a public spectacle of themselves.

INTPs often work well as logicians, planners, system designers, philosophers, scientists and in advanced teaching.

To be persuaded, they are most likely to respond best to systematic logic, rather than facts as such (boring detail?) or feelings (not the point?).

## An ESTP Profile

**ESTPs** tend to be averagely distributed amongst the '16 different ways of being normal'. In the UK they represent just over 6% of the population. This type is often styled '**the Promoter**' or '**Conqueror**', characterised by being action-orientated, spontaneous, entrepreneurial, diplomatic, resourceful, friendly, urbane, socially sophisticated, good negotiators, acute observers of others' motives and manipulators of their environment.

*Extravert, Sensing, Thinking and Perceiving* by preference, they are likely to be good at on-the-spot problem solving, unworried, and adaptable, but with little patience for long explanations and best with 'real' or mechanical things, rather than ideas and concepts.

ESTPs are likely to be spontaneous and active, often competitive in business situations with a special liking for 'gamesmanship', which they may well equally admire in others. They can be quick to forget the past, may distrust the future for its unpredictability, and so will usually focus on the present, for ideas, information and action now. They are likely to scorn what they see as unrealistic or impractical suggestions, trust in the moment but, under pressure, may become unscrupulous, unkind, opportunist or stubborn. As with many SPs, they may well not see the benefit of theoretical classroom learning and its practical value, thus tending to favour more practical, utilitarian topics.

Their motto may be '**live for the moment**', the ultimate realists, with their focus on the present and the advantage they might obtain from it. Admission of failure may appear to them as a weakness, and they are likely to admire and respect strength in others. They can often gain others' trust quickly by asking others' views and opinions, listening intently and showing self-restraint and tact when appropriate. They may also be quick to spot others' weaknesses and, in confrontation, may use this to provoke or demolish.

ESTPs can be hard working and very tactically minded, often showing both reserve and resolve to achieve their objectives. They may also be highly adaptable in the face of changing circumstances. They tend to enjoy showing they have understood what others have said, or asking more questions to clarify their understanding.

Their '*dominant function*' is *extraverted Sensing*, which is why they may be described as the ultimate realists, living in the moment, delighting in all their senses to learn from all that they see, hear, touch, taste and smell. If it serves their ends, they may well employ blunt or crude use of these senses to shock others, and take pleasure from this. Exaggerated under pressure, they may compulsively seek new experiences.

Their '*auxiliary function*' is *introverted Thinking*, which will inform their strong tactical sense while still allowing personal opinions to be kept private. It is this function that may well produce the emotional and physical toughness so often observed in this type.

Their '*tertiary function*' is *Feeling*, and at this level may be simplistic. Accordingly, they may well find themselves unpleasantly surprised by those they thought they could trust. Otherwise, this function may be used to build trust in others to their advantage and expressions of occasional and unexpected generosity.

Their '*inferior function*' is *introverted Intuition*. Being least well developed, it may result in unhelpful stereotyping of those who are perceived to be threatening, hostile or a source of personal pain, possibly attributing danger or insult where none was intended. Under extreme pressure, ESTPs may harbour feelings of being unloved or uncared for.

ESTPs can make outstanding business people and entrepreneurs when their energies are channelled constructively. They are often found in marketing, selling and general self-employment.

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To be persuaded, they are likely to want to know the facts, based on the here and now, rather than the logic (it may be wrong, whose side are you on?), feelings or vision (who can tell?).

## An ESFP Profile

**ESFPs** tend to be averagely distributed amongst the '16 different ways of being normal'. In the UK they represent 6% of the population. This type is often styled '**the Entertainer**' or '**Ambassador**', characterised as warm, talkative, optimistic, smooth, witty, charming, living in the moment, seeking harmony, being action-centred and people-focused, generous, spontaneous, exciting and sociable.

*Extravert, Sensing, Feeling and Perceiving* by preference, they are likely to be unpredictable, impulsive but fun, attracted by novelty and a good story. They may readily find company in others, and shun loneliness.

ESFPs generally love to entertain and initiate. New fashions, gadgets and people may hold a special appeal. They are likely to enjoy hearing about others and may believe that all good-natured people must be reliable and thorough. Coupled with this belief and wish to share, they may be particularly adversely affected by critical comment or detachment. As with many SPs, they may well fail to see the value of routine or theoretical classroom learning, thus tending to favour more practical subjects at school or college.

Their motto may well be '**act now, pay later**', with their focus on the present and the energy they may derive from others' company. Many of this type enjoy provoking warm, positive reactions from others and may be quite unabashed in seeking attention and appreciation. In return, their own feelings are likely to be freely expressed and open for all who care to listen, but may well feel able to address any relationship matter-of-factly.

ESFPs usually love to talk and can often be found on the 'phone. While inclined to be very sociable, they may also complain of being frequently misunderstood. They may become irritated and even hostile if criticised or asked to change their behaviour. Because of their frequent desire for quick gratification and novelty, they may well benefit from a trusted guide or mentor who can help them to develop the polar opposite preferences of the INTJ type, provided this can be done in a fun and non-routine fashion.

Their '*dominant function*' is *extraverted Sensing*, living for the moment, delighting in those they meet, using all their senses to enjoy what they see, hear, touch, taste and smell. 'Theoretical' moral concerns are unlikely to inhibit them, unless they might service some 'greater good' or unifying cause. Exaggerated under pressure, this function may take on an obsessive search for new experiences.

Their '*auxiliary function*' is *introverted Feeling*, which will probably incline to form their opinions on a 'greater good'. It will also commonly prevent their natural playfulness from hurting others and may result in spontaneous acts of generosity.

Their '*tertiary function*' is *Thinking*, which may well give definitive answers (to them) of what is required. They may well however benefit from testing these decisions with others for soundness and potential consequences.

Their '*inferior function*' is *introverted Intuition*. Being least well developed, this function may lack a sense of balance. Analysis and conceptual abstraction can often feel onerous. Under pressure, they may easily feel confused, even overwhelmed, with awful possibility. This type may have the lowest tolerance to anxiety of all. Under extreme pressure, they may become unkind, opportunistic or rigid, perhaps by walking away from others' troubles, or offering apparent compliance in dispute and then going their own way.

Favoured careers involve contact with others. This can include entertainment, PR and service to the community such as child-care, nursing, primary school teaching, leisure management, medical assistants, the Church, receptionists and restaurant work.

# JEREMY•THORN

LEADERSHIP COACH, WORKSHOP FACILITATOR, NON-EXECUTIVE DIRECTOR  
BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they are most likely to need reference to service and community benefit, rather than the facts (yours or mine?) or logic (what logic? – that's not the point!).

## An ENFP Profile

**ENFPs** tend to be averagely distributed amongst the '16 different ways of being normal'. In the UK they represent just over 6% of the population. This type is often styled '**the Journalist**', not for their news-reporting talent but for their uncanny sense of others' motivations, being keen observers, brilliantly perceptive, outgoing, sensitive, creative, enthusiastic, appreciative and open to new ideas and ideals.

*Extravert, Intuitive, Feeling and Perceiving* by preference, they are likely to be warm, high spirited, versatile, creative, optimistic, quick with solutions and help for others. They may be less inclined to follow through with their ideas and they may sometimes prefer to improvise rather than to prepare. They might also find compelling reasons to do what they want, being very independent.

ENFPs are often both 'ideas' and 'people' people, interested in new thoughts, possibilities and concepts, at least until the next one comes along. For all the compassion that characterises this type, they may also appear to put long-standing friends on hold while they explore new possibilities. They tend to be outgoing, spontaneous, warm and affectionate, keen to earn the admiration of those they admire, but often reluctant to make hard and fast decisions. While often detesting bureaucracy, they are usually socially adroit until their unexpected (or unwanted) directness or insight trips them up.

Their motto may be '**squeeze the best from this world**', with their focus on possibilities, opportunity and a sense of 'what might be'. They often enjoy the moment and can be playful, but may not find it easy to unhook from their emotional past. They are usually highly communicative and situationally aware. They often take pleasure in feeding, growing and developing others, but often need to nurture their inner self-vision.

ENFPs can be charming, affable, appreciative, emotional, talented spokespeople for others and often feel the need to heal or defend. While they can be self-centred in exploring their own desires, their compassion for others will often shine through.

Their '*dominant function*' is *extraverted Intuition*, seeing most clearly patterns of behaviour and the likely intentions of others which may be quite obscure, and seeing exciting possibilities which may be pursued with great enthusiasm. They can often be profoundly insightful. Exaggerated under pressure, this function can occasionally result in obsessing over isolated facts and fearing for the worst, especially when it comes to their own health, security or well-being.

Their '*auxiliary function*' is *introverted Feeling*, which often results in a deep sense of genuine interest and care for others, but also intensely felt emotion.

Their '*tertiary function*' is *Thinking*, which, being tertiary, may not be particularly rigorous compared to other types. This can produce unsound conclusions if not tested out first with others.

Their '*inferior function*' is *introverted Sensing*. Being least well developed, it may result in critical facts being overlooked. Under extreme pressure, it may lead to obsessing about selected pieces of information and tunnel vision, or the need for yet more knowledge that may be unobtainable. For this type, this can result in hypochondria or unhelpful self-pity.

ENFPs often find careers in advertising, counselling and healthcare of all sorts, teaching, writing, politics, acting, the Church, social work, the law, consultancy and the Arts. They can also make excellent journalists!

# JEREMY•THORN

LEADERSHIP COACH, WORKSHOP FACILITATOR, NON-EXECUTIVE DIRECTOR  
BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they are likely to want most to know the impact on their personal vision of how things could be, rather than the facts (who can be sure?), or the logic (people first!).

## An ENTP Profile

**ENTPs** are rather infrequently found amongst the '16 different ways of being normal'. In the UK they represent just less than 3% of the population. This type is often styled '**the Inventor**' or '**Explorer**', characterised as being ingenious, imaginative, analytical, widely interested, inclined to debate and often entrepreneurial.

*Extravert, Intuitive, Thinking and Perceiving* by preference, they are likely to be quick, good at many things, stimulating company, resourceful, verbally fluent, inspirational, alert and outspoken, but may appear to others to be unplanned and even disorganised.

ENTPs often prize analysis and intellectual development, believing that verbal fluency and adaptability will imply resourcefulness. They are often drawn to new and original ideas but may privately dislike either questioning by others of their own competence, or the need necessarily to be responsible for their own remarks or suggestions. Many report that they enjoy conceptual learning, inventing new ideas and networking with others who are keen to explore the deep questions that might intrigue them.

Their motto may well be '**another exciting challenge**'. Others may often experience them as being 'clever', as ENTPs can be especially verbally adroit and persuasive, but they may confuse some with an inclination to provide an over-extended review of all possibilities or play 'the Devil's Advocate'. They can be ingenious problem solvers. Despite showing public restraint, they may have little time for those they consider to be 'wrong-headed' or unintelligent. They can however be very congenial and tend to attract equally bright or entertaining friends. They may also tire quickly of sophisticated games and tools, having sought and enjoyed them, and move on quickly to new ones.

ENTPs tend to love debate and discourse, but can appear absent-minded or unreliable at times. As with many 'P's, time itself may be precious but, for them, seemingly expandable as necessary. Nevertheless, they can be quick and shrewd, surprising others by suddenly completing urgent tasks which others might have decided they would never attend to. Despite this apparent sense of chaos, needing to explore all possibilities, they can be brilliant in creating order and renewal when needed and be very capable leaders.

Their '*dominant function*' is *extraverted Intuition*, making courageous or innovative associations and connections to produce change, improvement or experimentation. Under pressure however, they may become fixated on new ideas, possibilities and change, should this dominant function become exaggerated.

Their '*auxiliary function*' is *introverted Thinking*, producing logical systems that will usually service their bright ideas well.

Their '*tertiary function*' is *Feeling*, which may well result in a sense of congenial bonhomie. It may however only be seriously engaged by those whom the ENTP most values as friends. At other times, this weaker function may lack the depth of warmth that others might desire and feel they deserve, seeming utilitarian and somewhat distant.

Their '*inferior function*' is *introverted Sensing*. Being least well developed, this function may result in a questioning of authority and an ordered state of affairs, before moving on to do exactly what was directed. Under extreme pressure however, this function may result in an obsessive quest for yet more information or new experiences. It may also result in exaggerated concern for real or imagined problems.

Being good at many things, they are likely to choose careers that avoid routine, such as managing new businesses with high potential for growth, marketing, computing, high level teaching, engineering, photography, consultancy and the law.

# JEREMY•THORN

LEADERSHIP COACH, WORKSHOP FACILITATOR, NON-EXECUTIVE DIRECTOR  
BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they are most likely to respond to logical exposition coupled with new possibilities, which they will probably still wish to challenge, rather than the facts (what facts?, mine or yours?) or feelings (not the point?).

## An ESTJ Profile

**ESTJs** are amongst the most commonly found in the Western world. In the UK they represent just over 10% of the population. This type is often styled '**The Administrator**' or '**Director**', being highly organised, practical, decisive, factual, objective, consistent, realistic, dependable, loyal and often orderly, conventional and hard working.

*Extrovert, Sensing, Thinking and Judging* by preference, they are likely to be punctual, 'correct' and pillars of strength in their community, preferring practical devices and processes to abstract theory and principles. This focus on what works in practice can often mean that, with ISTJs, they may find the benefits of MBTI hard to appreciate on first acquaintance, at least until they understand and can see the practical implications.

ESTJs tend to be matter-of-fact with a natural head for business or mechanics. They are often particularly good at organising things and make good administrators, especially if they remember to factor in other people's feelings. They often make capable supervisors, especially where corporate procedure and policy are important, and can be quite rule-minded. They may well tend to prefer step-wise evolution to revolution.

Their motto may well be '**say what you do, do what you say**', valuing verifiable data collected in an ordered and systematic way, which may be why the Law and Accountancy often appeal as career choices. They may well feel that reasonable analytical people (like them) will probably be the most resourceful and reliable and may find it uncomfortable or difficult to work alongside those they see as being dreamy, disloyal or disorganised. They are most likely to trust in ideas that are presented in a factual and realistic manner and may be considerably influenced by tradition or higher authority.

Being natural joiners, they are likely to join clubs, civic groups, a church or other service-based organisations and may also have an acute sense of what is socially 'right', valuing hard work, power and position. They are often capable of being outspoken, standing up for what they believe in, and can usually be counted on to make difficult judgements and tough, impersonal decisions. They may find it helpful to guard against a tendency to make decisions too soon by listening carefully to others and not jumping to conclusions.

Their '*dominant function*' is *extraverted Thinking*, which may account for their ability to make sound impersonal decisions quickly, and stand firmly by these decisions to achieve specific goals. Their focus is likely to be on what is palpably 'true' and logical. Under pressure, this may make them appear condescending, argumentative and even stubborn to others, possibly insensitive and aggressive.

Their '*auxiliary function*' is *introverted Sensing*, to observe what is 'true' and support a decision that they may even have already made. It would appear that ESTJs have a strong sense of closure and their Sensing function may need conscious development to avoid ignoring key facts, especially about people, or making rash or impetuous decisions.

Their '*tertiary function*' is *Intuition* which, when developed, allows for a suspension of immediate judgement or criticism. Otherwise, this function may be experienced as generalised stereotyping.

Their '*inferior function*' is *introverted Feeling*. Being least well developed, feelings may rarely find overt expression, other than by eye contact, a smile for example, or perhaps physical demonstration of anger. Under extreme pressure, this inferior function may be turned towards a sense of martyrdom, and not being understood or appreciated.

ESTJs are often attracted to banking, teaching, selling, insurance, the judiciary, engineering, accountancy, the law and general management.

# JEREMY•THORN

LEADERSHIP COACH, WORKSHOP FACILITATOR, NON-EXECUTIVE DIRECTOR  
BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they tend to want verifiable facts, rather than the logic (well, you would say that, wouldn't you?), an appeal to emotion (what has that got to do with it?) or a 'vision' (untrustworthy?).

## An ESFJ Profile

**ESFJs** are relatively frequently found amongst the '16 different ways of being normal'. In the UK they represent nearly 13% of the population. This type is often styled '**The Seller**' or '**Enthusiast**', being sociable, warm-hearted, talkative, popular, conscientious, co-operative and loyal, energised by being with others.

*Extravert, Sensing, Feeling and Judging* by preference, they are likely to be active committee members with a preference for harmony, working best with praise and encouragement. They are likely to value most highly others who are also friendly, sympathetic, inclusive and loyal. Their focus may often be on people-oriented issues and problems, and they may find it particularly uncomfortable to work with those who appear to be cool, detached, impersonal or uncommunicative.

ESFJs often appear to be motivated by sheer enthusiasm and can often enjoy being in charge, seeing problems clearly, delegating readily, working hard and playing with high spirit. They may however be prone to idealising others, taking setback personally and being easily wounded. Disliking conflict, they may find tough-minded decisions hard to make, oscillating between what is 'right' and what is 'fair', bounded by a sense of prudence and sometimes an innate mistrust of others. This sense of mistrust and general vigilance against danger can however make them excellent protectors of others, in fields such as medical care and primary education, where they can often excel.

Their motto may well be '**let's party!**', as many appear to make outstanding entertainers, hosts and hostesses. They can be very generous and, as with other SFs, prize service to others, especially where they are the source of this.

ESFJs are particularly sought after by some organisations for sales roles, because of their outwardly affable, people-focused and caring nature, and their enthusiasm for and attention to detail and service. While this can be a 'type-prejudice' (not all ESFJs will make good sales people, and others may be equally as proficient), these are certainly amongst the characteristics of many successful sales men and women.

Their '*dominant function*' is *extraverted Feeling*, so that their feelings and opinions may be readily expressed to act decisively in helping others. This vocal decisiveness may predispose many to become managers, supervisors or shop stewards, often quick perhaps to speak up in defence of others whom they feel have been badly treated - for example, colleagues, customers or patients who have been let down.

Their '*auxiliary function*' is *introverted Sensing*, by which they gather data to form their opinions. This may sometimes lead them to seeing complex issues as only 'black or white'. Coupled with their dominant extraverted feeling above, others may experience them as 'wearing their hearts on their sleeves'.

Their '*tertiary function*' is *Intuition* which, with development, can allow ESFJs usefully to suspend judgement and become less rigid, but possibly still without seeing the full depth of complex situations with which some other types may feel much more comfortable.

Their '*inferior function*' is *introverted Thinking*. Being least well developed, this may result in selective support for the decisions they may have already made. Under high stress, this can result in a obsessive but misattributed logic, to produce false conclusions, misunderstanding or even an overwhelming sense of personal confusion and doom, coupled with uncharacteristic expressions of criticism, both of themselves and others.

ESFJs are often found in sales, teaching, preaching, supervision, coaching, medicine and healthcare, secretarial work, hair dressing and restaurant work.

# JEREMY•THORN

LEADERSHIP COACH, WORKSHOP FACILITATOR, NON-EXECUTIVE DIRECTOR  
BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they are likely to want to know how they or others will be served well, rather than the facts (whose facts? – yours or mine?) or logic (what has that to do with it?).

## An ENFJ Profile

**ENFJs** are quite infrequently found amongst the '16 different ways of being normal'. In the UK they represent under 3% of the population. This type is often styled '**The Pedagogue**' or '**Actor**', being charismatic, co-operative, people-focused, caring, idealistic, empathetic and influential.

*Extravert, Intuitive, Feeling and Judging* by preference, they can make outstanding leaders, being responsive and responsible, sociable, popular, concerned for what others think or want and likely to be tactful in making suggestions for further discussion.

ENFJs appear to appreciate ideas and abstractions that help understand people and may be uncomfortable in working with those who do not share, are withdrawn, unappreciative, unsympathetic or uncooperative. They can make skilled communicators, superb orators and powerful persuaders, and may be inclined towards rather dramatic delivery or expression. They are likely to be very responsive to praise or criticism and their highly developed sense of empathy can make them vulnerable to idealising others and becoming over-emotionally involved on occasion.

Their motto may well be '**let me persuade you**', often with a strong personal vision. This may seem rather manipulative to others on occasion, but more probably their greatest motivation will be to help, enable and inform others. They can often quickly see the big picture and can usually handle an unusually wide range of tasks, projects and responsibilities, all at the same time. Often making outstanding entrepreneurs, they may be especially quick to weigh-up and understand others. They may also neglect their own needs and can be more easily hurt or even abused than most other types.

Their '*dominant function*' is *extraverted Feeling*, so that they will often have a wide network of friends and acquaintances with whom they are warm and highly personable, offering encouragement and opportunities for development. They may however have fewer really close and intimate relationships. Under pressure, this exaggerated function may lead to hypersensitivity, or self-dramatising and self-pity.

Their '*auxiliary function*' is *introverted Intuition*, which helps them to weigh up people and situations with great insight. Inclined to see the best in all however, and through their 'J' preference to arrive at speedy closure on deciding about others, they may sometimes ignore adverse evidence and persist with inappropriate alliances.

Their '*tertiary function*' is *Sensing*, which, being tertiary, may mean only a selective attention to detail, especially that which supports their deeper vision. This can on occasion then mean that facts are used very flexibly to support the cause of the moment, bent to take on the meaning that suits them.

Their '*inferior function*' is *introverted Thinking*. Being least well developed, it is most usually called upon to serve the dominant function of feeling. As with facts that are made to serve the cause, so also may then be the logic. Under extreme pressure, this can result in sweeping criticism, first of others and then themselves, or convoluted and even rigid thought processes, often based on unwarranted assumptions or irrelevant information, perhaps with a compulsive search for some eternal truth or rigid belief-system.

ENFJs are often found in the therapies, nursing, teaching, training, acting, the ministry, the media, sales and people-related business start-ups.

To be persuaded, they are most likely to respond best to appeals to their vision of how things could be, rather than the facts (irrelevant?), or the logic (not the point?).

## An ENTJ Profile

**ENTJs** are rather infrequently found amongst the '16 different ways of being normal'. In the UK they represent just less than 3% of the population. This type is often styled '**the Field-Marshal**' or '**Pioneer**', characterised as being structured, visionary, planned, decisive, analytical, rational, versatile and frank, with high levels of energy and drive.

*Extravert, Intuitive, Thinking and Judging* by preference, they are likely to make excellent strategists with their gift for 'looking round corners', to assess the probable future, potential risks and opportunities. Enjoying new knowledge and ideas, and usually well informed by a wide variety of sources, they can be good at making working hypotheses and testing them, which they are then likely to structure for the service of others. Planned, punctual, usually ambitious, hard working and conscientious, they often enjoy taking control and leading from the front, especially in new ventures. They are often enthusiastic problem solvers, working hard and quickly, capable of concentrating over long periods of time with intense energy. With their usually high confidence, founded on the product of their preferences for rational analysis and looking ahead, other types may find them overwhelming in their driving search for reason and achievement.

ENTJs tend to prize most highly analysis, intelligence, insight and team playing. Enjoying words and humour, they may excel at writing and public speaking. They can however appear rather critical without always being aware of their impact on others. For them, the logic of the situation will often seem sufficient and they may need reminding to factor in the needs of others to avoid becoming tactless or insensitive.

Their motto may well be '**go for it**', opening up conversations with complete strangers, suggesting new ideas, setting high expectations and valuing the achievement of demanding goals. They can also be highly competitive and usually enjoy marshalling the resources available to them. Often seen as optimistic and courageous by others, perhaps even arrogant on occasion, for the ENTJ this may seem to them no more than self-belief.

*Their 'dominant function' is extraverted Thinking*, to support their sharp sense of analysis and reason. With their preference for closure, this can result in them acting decisively with firm convictions, sometimes impetuously, which they will willingly debate with anyone. For them, argument is just another way of learning. Unguarded however, they can be woundingly sarcastic and, under pressure, they may become overly analytical, critical and remorselessly logical, leaving others flattened but not necessarily convinced.

*Their 'auxiliary function' is introverted Intuition*, used to explore patterns and unexpected connections, often making them great strategists as well as improvisers.

*Their 'tertiary function' is Sensing*. When developed, this can provide a vital touchstone for the here and now. However, in its weaker tertiary form, this function may only be observed by selective attention to detail and, on occasion, an excessive reliance on the literal. ENTJs, more than many types, tend to need others to say what they mean and mean what they say.

*Their 'inferior function' is introverted Feeling*. Being least well developed, feelings tend to be submerged by logic and practicality, or can be overly idealistic, generous or romantic when expressed. Under extreme pressure, introverted Feeling can produce a desperate sense of futility, loneliness and worthlessness in a world they are habitually used to commanding.

ENTJs are often attracted to leadership roles, in almost any endeavour, but especially those that are goal-oriented, including the law, general management, sales and business development, computing, marketing, consultancy and teaching.

# JEREMY•THORN

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BUSINESS STRATEGY, ORGANISATIONAL SUPPORT & MANAGEMENT DEVELOPMENT

To be persuaded, they need the logic, rather than the facts (boring?), emotion or spiritual vision (not the point?).