



# Myers-Briggs Type Indicator (MBTI) Personality:

## Insights into Action PART I

National Waste & Recycling Association  
Women's Council

February 2025



# Introduction



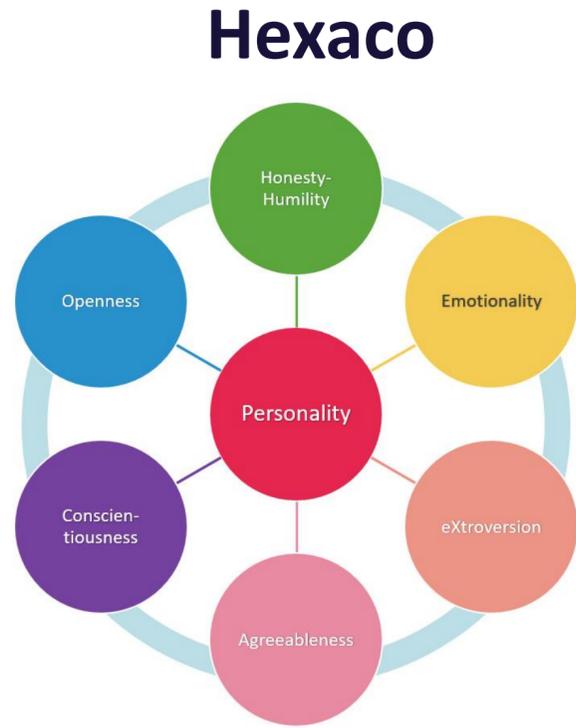
Chanel Durkee,  
Learning and Development Manager  
Recology

# Objective

- Understand Type Theory and our Own Personality Types
- Determine our “Best Fit” Type and Potential Strengths, Blind Spots and Growth Opportunities
- Recognize the Value of Each of the 16 Personality Types
- Turn Insights into Actions



DiSC



Hexaco



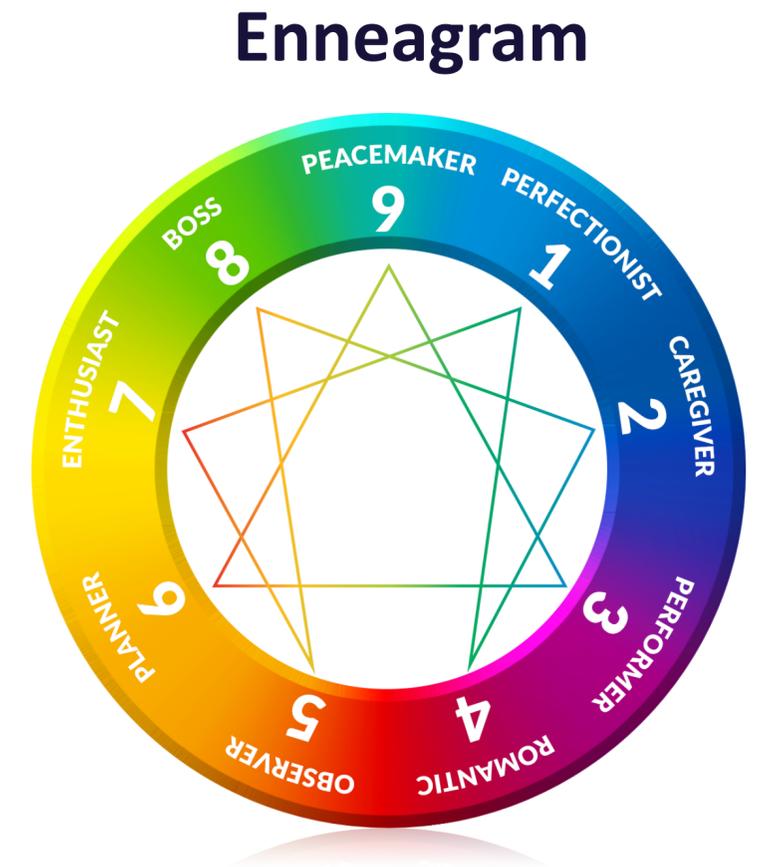
The Big Five



mbti



True Colors



Enneagram

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The Myers-Briggs Type Indicator  
is an assessment that measures innate,  
psychological preferences



# The MBTI Instrument

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**70+**

Years of  
Administering  
the Tool

**3 million**

Assessment  
Administered  
Annually

**88%**

of Fortune  
500  
Companies  
Use

**115**

Countries  
and 30  
Languages

**90%**

Accuracy  
Rating

# The MBTI Instrument

## **Type is NOT about . . .**

- Skills
- Intelligence
- Abilities
- Values/Beliefs
- Life Experiences

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# The instrument **SHOULD NOT** be used to . . .

- Take Personnel Actions
- Make Judgments
- Make Excuses
- Place Blame
- Stereotype

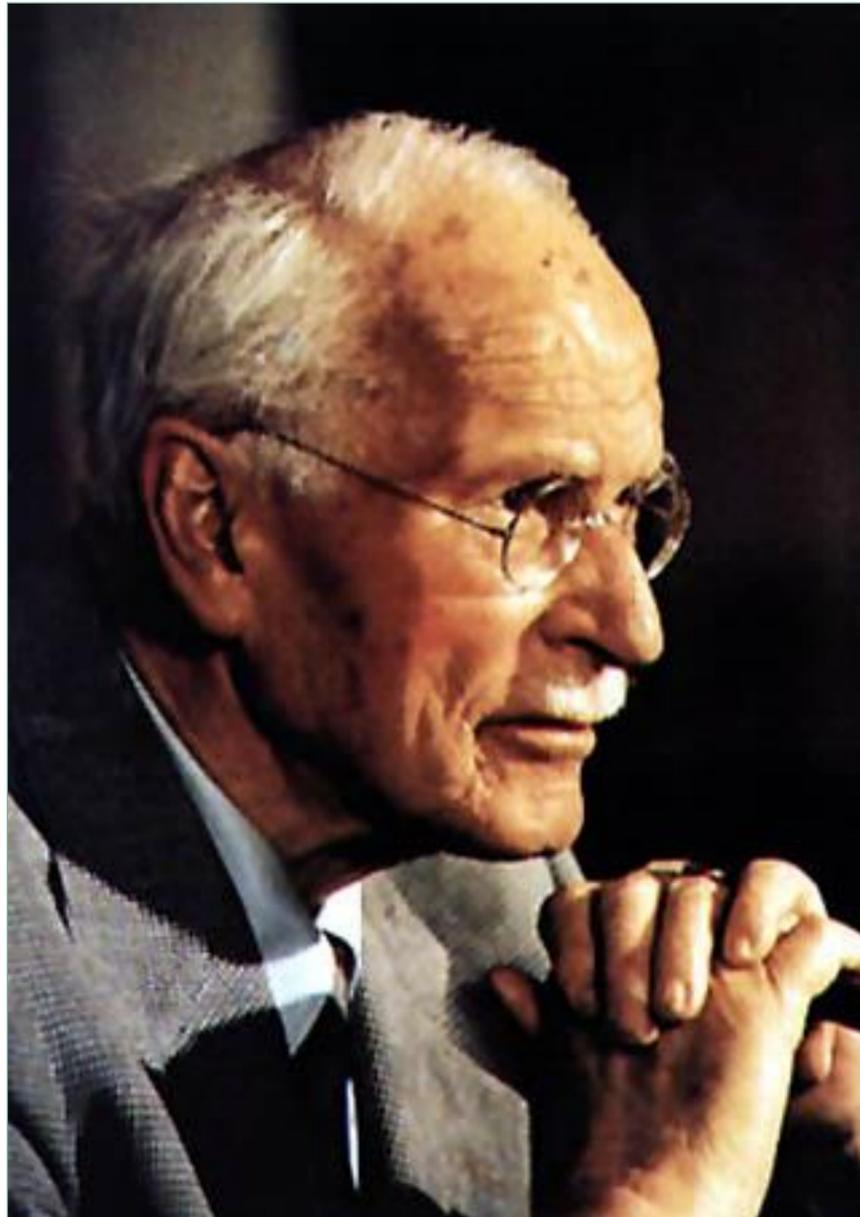


It's because  
he's an ESFP!



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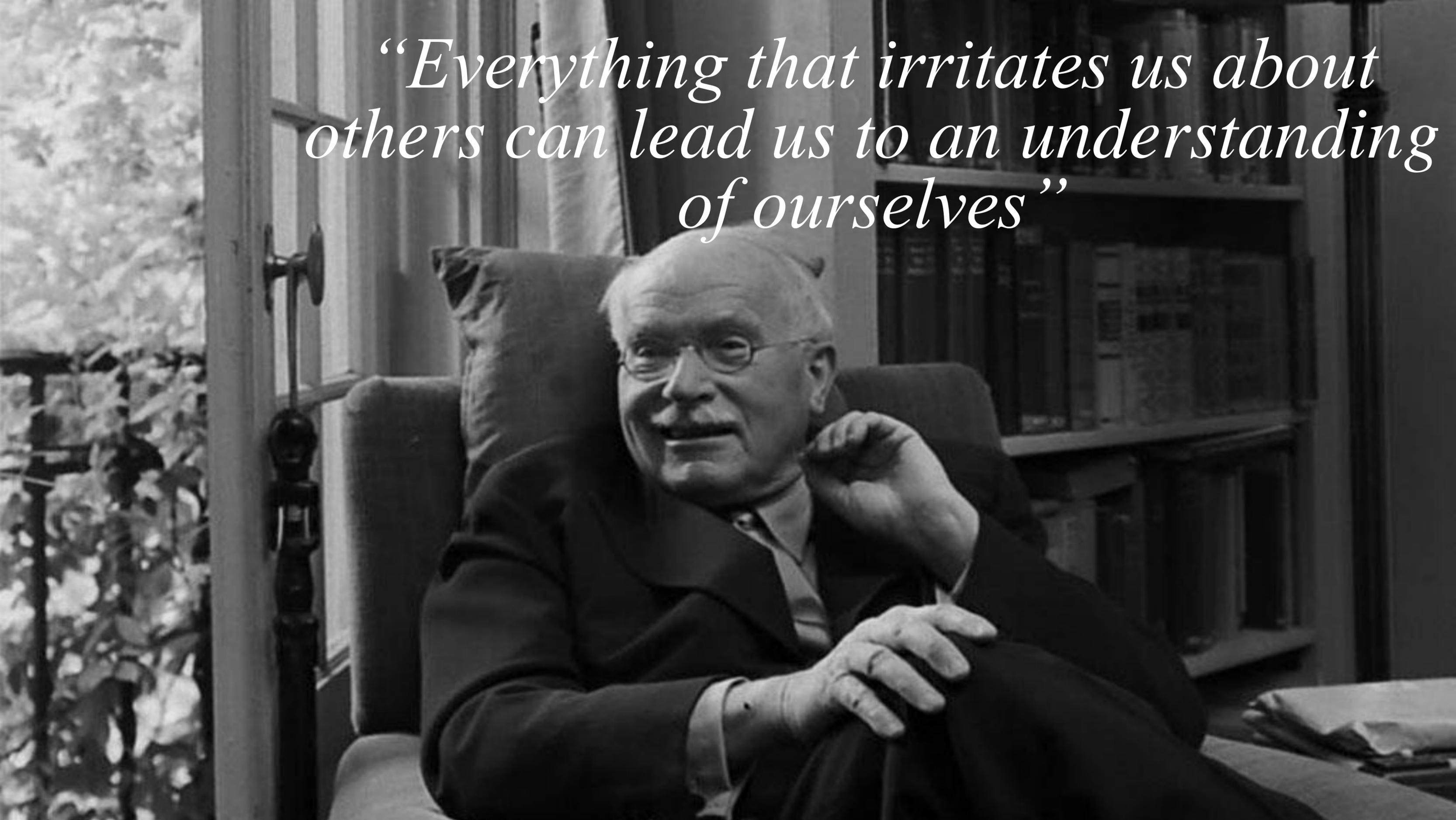
The MBTI instrument is based on Carl Jung's theory of type



**Psychological  
Types**



*“Everything that irritates us about others can lead us to an understanding of ourselves”*

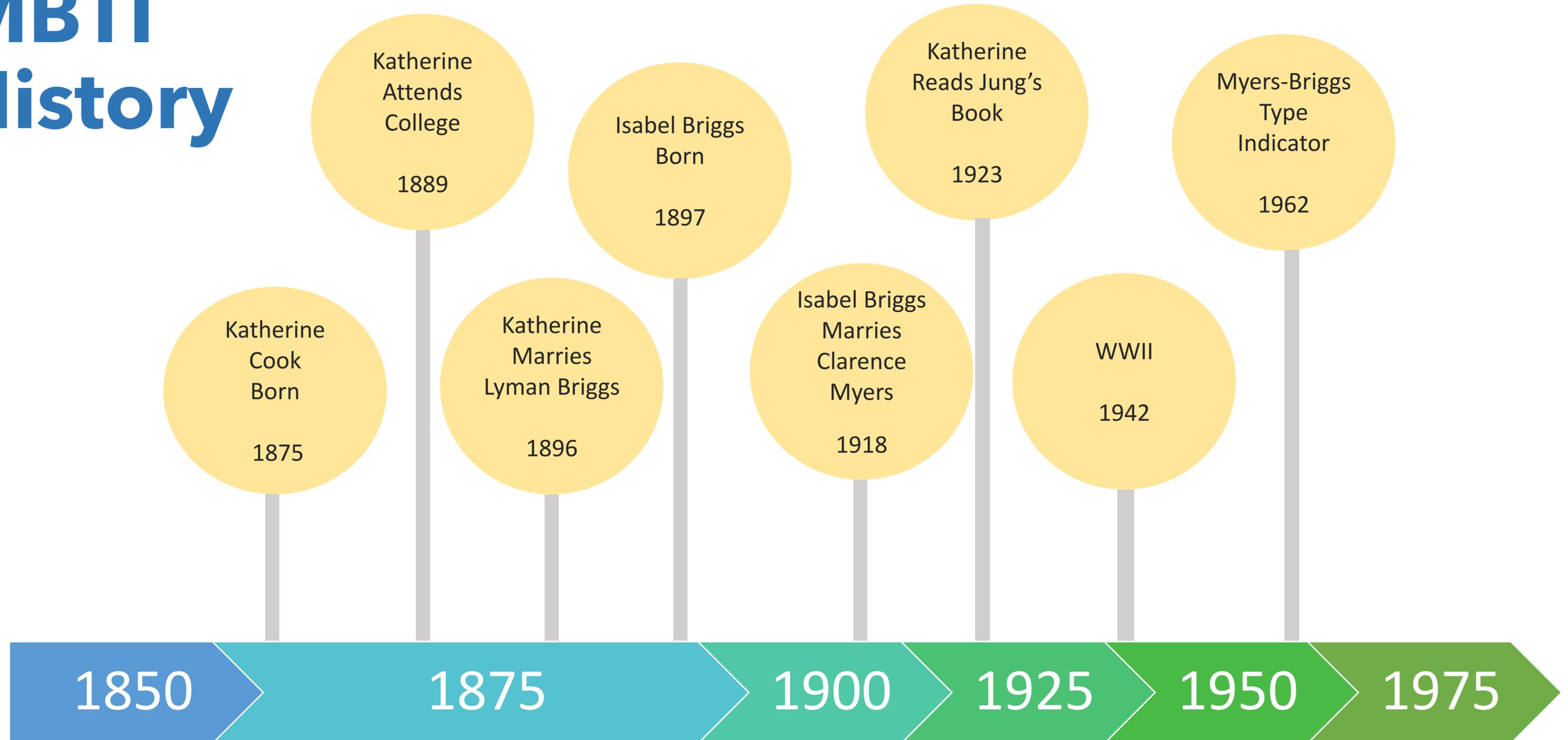




Katherine Briggs and  
Isabel Briggs-Myers

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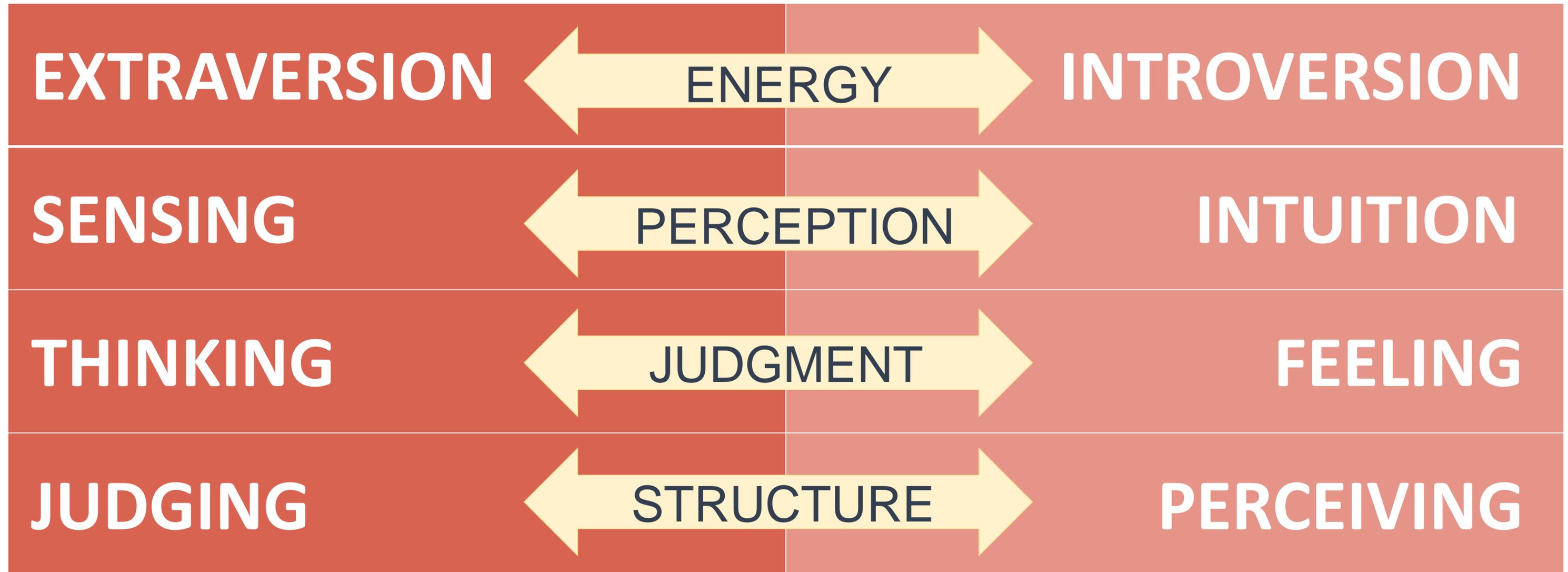
# MBTI History



# Let's Look at Type

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# MBTI Dichotomies



# Extraversion or Introversion

**E**

Get energy from the outer world,  
seek stimulation from environment

**I**

Get energy from inner environment,  
seek stimulation from within

---

Consider your natural self when deciding type



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## EXTRAVERSION

Tendencies & Characteristics



Drawn Outward

---

## INTROVERSION

Tendencies & Characteristics



Feels pushed  
inward

---

## EXTRAVERSION

Tendencies & Characteristics



Acts, then  
reflects

---

## INTROVERSION

Tendencies & Characteristics



Reflects, then  
acts

---

## EXTRAVERSION

Tendencies & Characteristics



Often friendly, talkative,  
quick to get to know

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## INTROVERSION

Tendencies & Characteristics



Often reserved, quiet,  
takes time to get to know

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## EXTRAVERSION

Tendencies & Characteristics

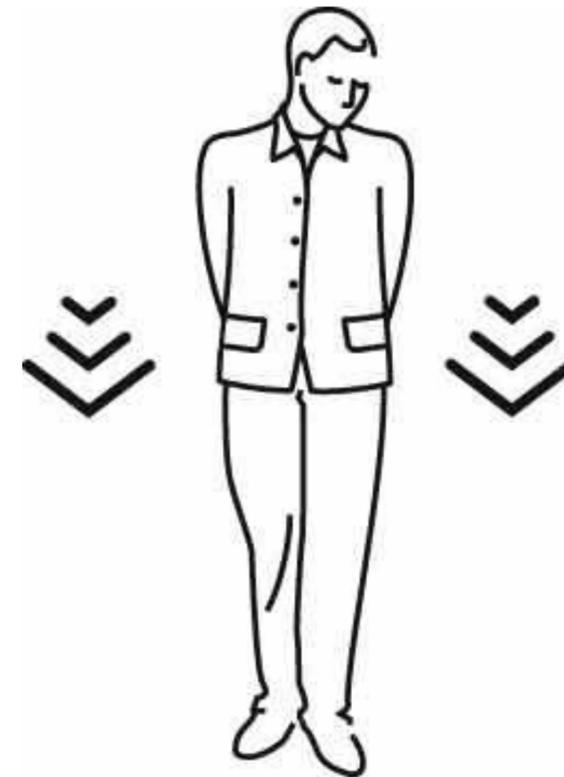


Gives breadth  
to life

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## INTROVERSION

Tendencies & Characteristics



Gives depth  
to life

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## EXTRAVERSION

Tendencies & Characteristics

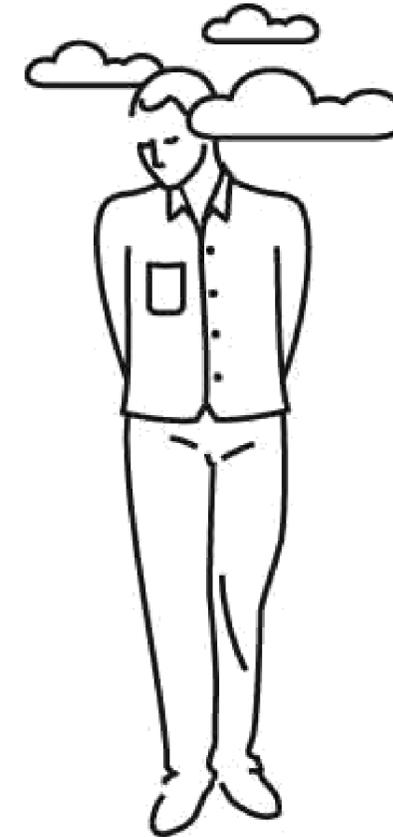


Prefers variety,  
verbal discussion

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## INTROVERSION

Tendencies & Characteristics



Prefers thinking  
independently and written  
communication

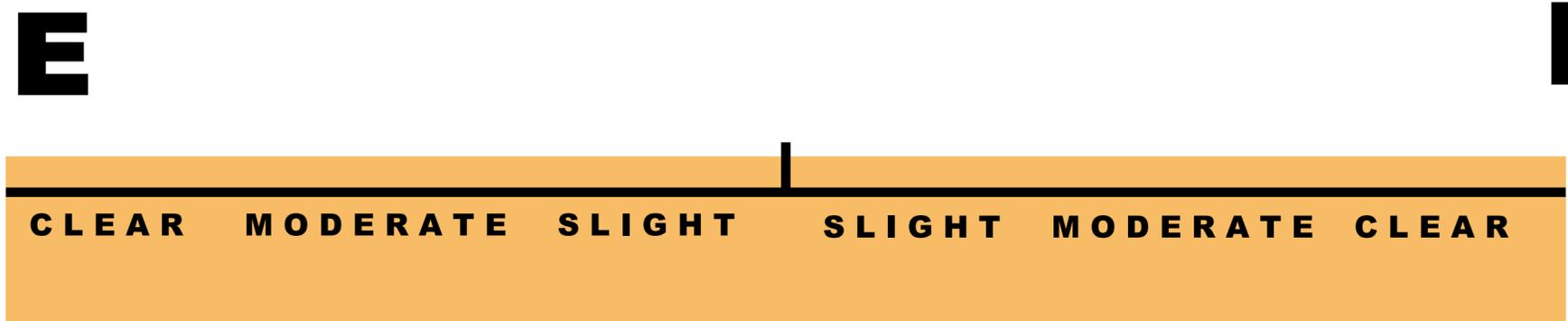
# Extraverts

use both Extraversion and Introversion,  
but prefer Extraversion

# Introverts

use both Extraversion and Introversion,  
but prefer Introversion

**How clear is your preference?**





# Sensing or iNtuiting

**S**

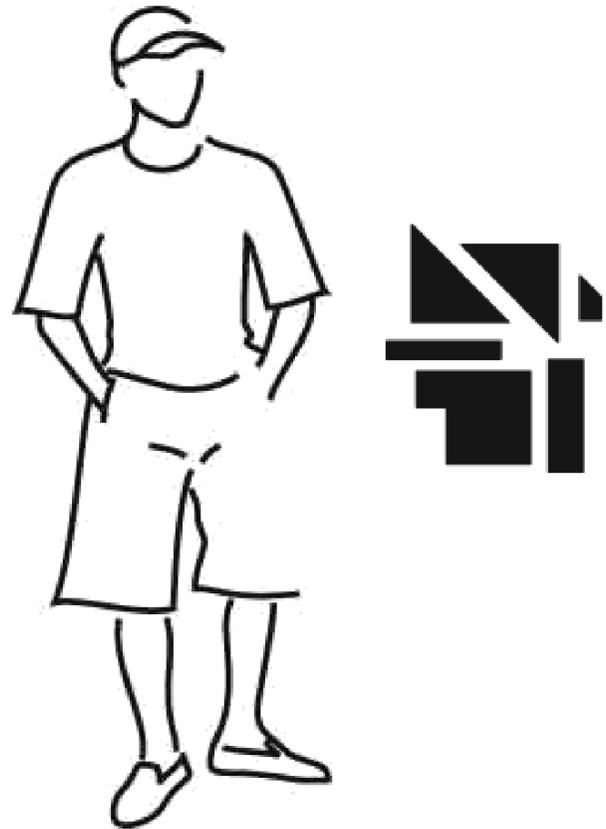
Focus on realities of present, factual  
and concrete information

**N**

Focus on possibilities in the future,  
patterns and connections

## SENSING

Tendencies & Characteristics



Sees specific  
parts and pieces

## INTUITION

Tendencies & Characteristics



Sees patterns  
and relationships

## SENSING

Tendencies & Characteristics



Lives in the present,  
enjoying what is there

## INTUITION

Tendencies & Characteristics



Lives toward the future,  
anticipating what might be

## SENSING

Tendencies & Characteristics



Prefers handling  
practical matters

## INTUITION

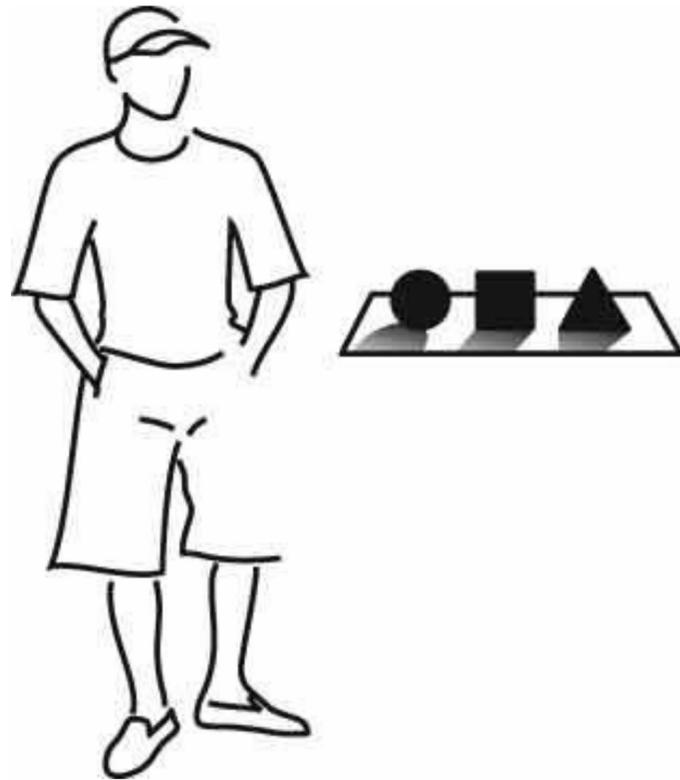
Tendencies & Characteristics



Prefers imagining  
possibilities

## SENSING

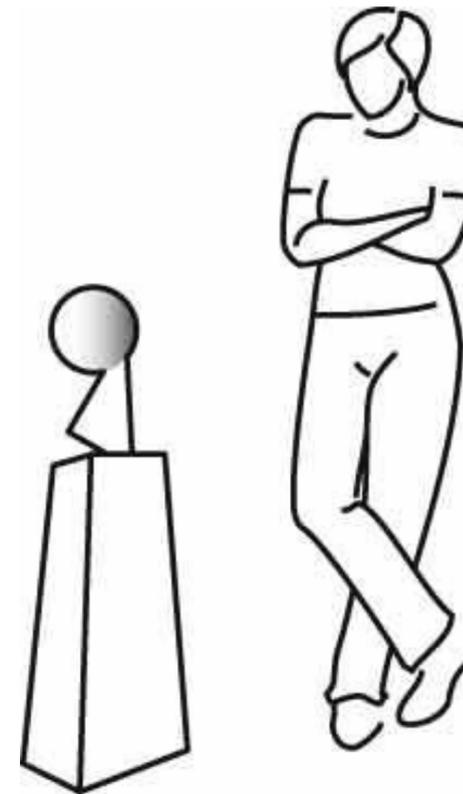
Tendencies & Characteristics



Likes things that are definite, measurable

## INTUITION

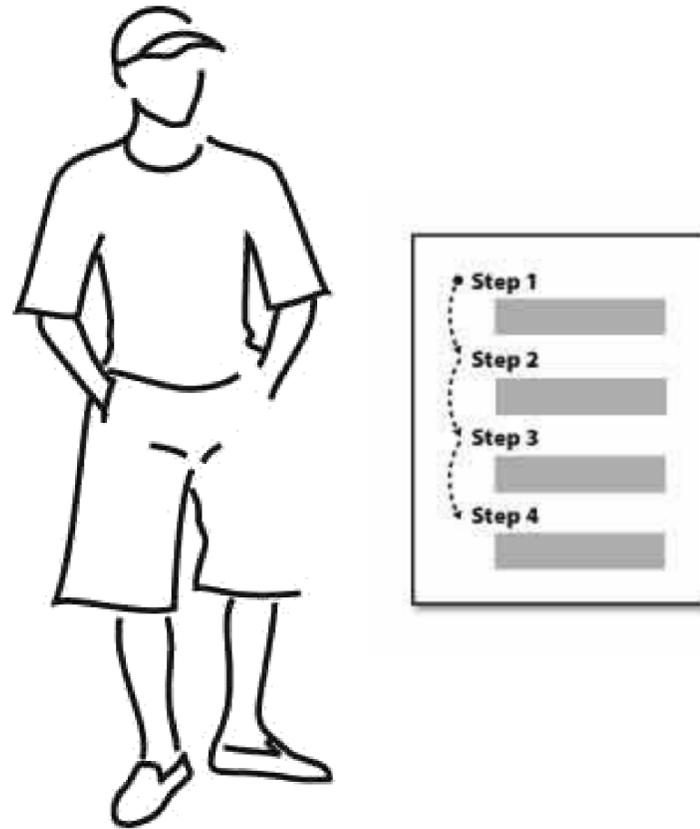
Tendencies & Characteristics



Likes opportunities for being inventive

# SENSING

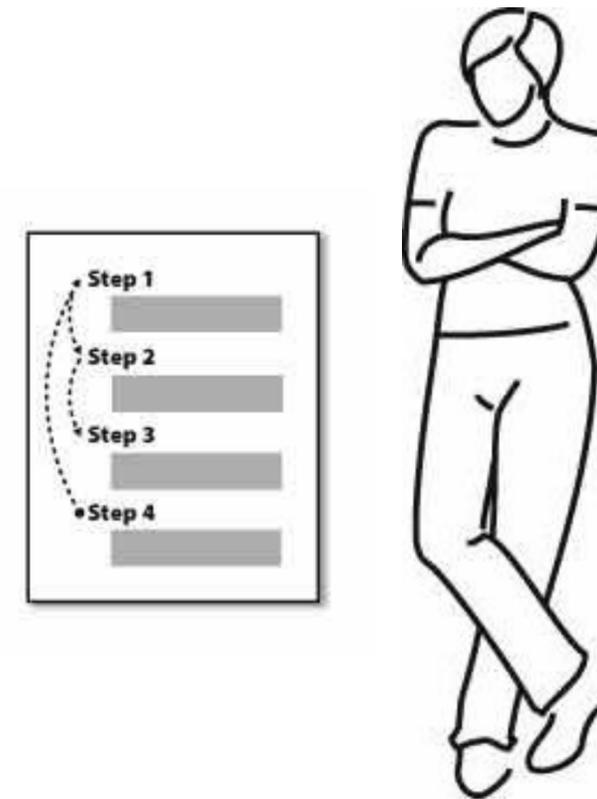
Tendencies & Characteristics



Starts at the beginning,  
takes one step at a time

# INTUITION

Tendencies & Characteristics



Jumps in anywhere,  
leaps over steps

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## SENSING

Tendencies & Characteristics



Enjoys using and refining  
the known and familiar

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## INTUITION

Tendencies & Characteristics



Enjoys experimenting with  
the new and different

## Sensing

types use both Sensing and Intuition,  
but prefer Sensing

## Intuitive

types use both Sensing and Intuition,  
but prefer Intuition

**How clear is your preference?**

**S**

**N**

CLEAR MODERATE SLIGHT SLIGHT MODERATE CLEAR

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# Who on your team gets to go?



# Thinking or Feeling

**T**

Uses logical analysis and impersonal data to make decisions

**F**

Uses values to make decisions, weighs human values and motives

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## THINKING

Tendencies & Characteristics



Decides with  
the head

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## FEELING

Tendencies & Characteristics



Decides with  
the heart

# THINKING

Tendencies & Characteristics



Goes by logic

# FEELING

Tendencies & Characteristics



Goes by  
personal convictions

## THINKING

Tendencies & Characteristics



Concerned with principles  
such as truth, justice

## FEELING

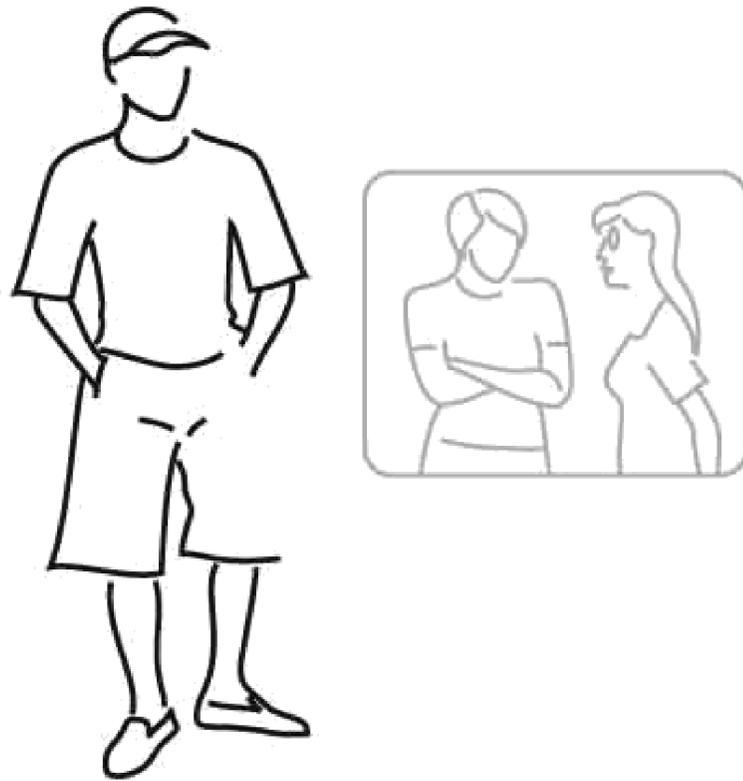
Tendencies & Characteristics



Concerned with values  
such as relationships,  
harmony

## THINKING

Tendencies & Characteristics



Sees things as an onlooker  
from outside a situation

## FEELING

Tendencies & Characteristics



Sees things as a participant  
from within a situation

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## THINKING

Tendencies & Characteristics



Spontaneously  
critiques

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## FEELING

Tendencies & Characteristics

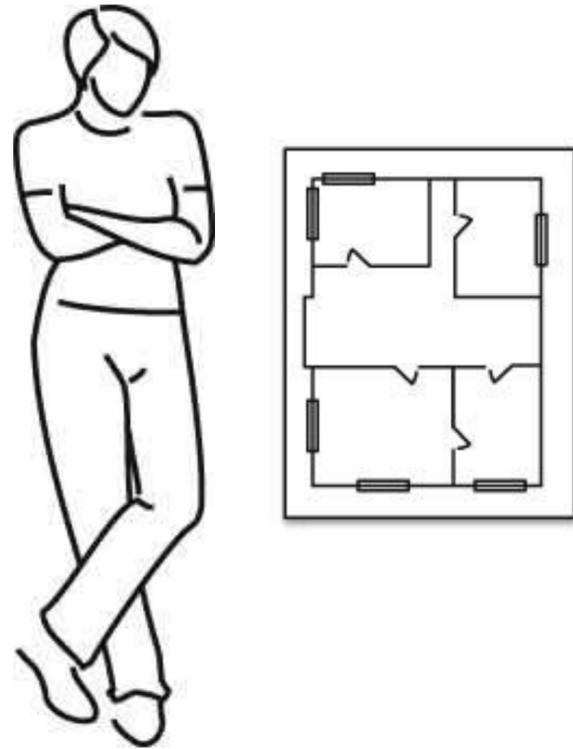


Spontaneously  
appreciates

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## THINKING

Tendencies & Characteristics



Good at  
analyzing plans

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## FEELING

Tendencies & Characteristics



Good at  
understanding people

# Thinking

types use both Thinking and Feeling,  
but prefer Thinking

# Feeling

types use both Feeling and Thinking,  
but prefer Feeling

**How clear is your preference?**

**T**

**F**

CLEAR MODERATE SLIGHT SLIGHT MODERATE CLEAR



# Judging or Perceiving

**J**

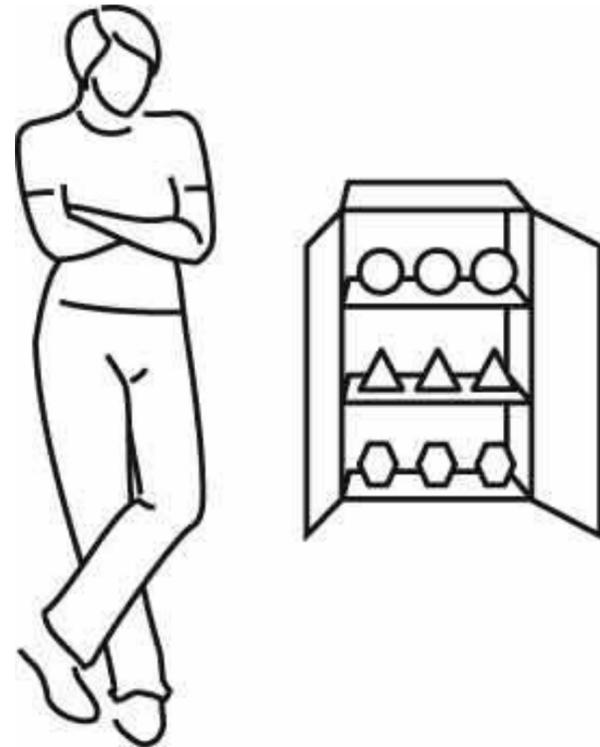
Engages in outside world systematically,  
has a planned and orderly lifestyle

**P**

Engages in outside world spontaneously,  
has an open-ended and flexible  
lifestyle

## JUDGMENT

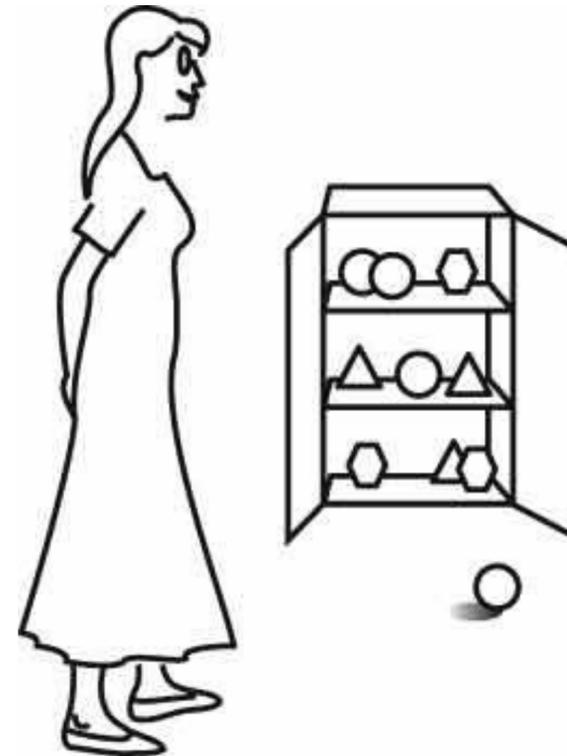
Tendencies & Characteristics



Prefers an  
organized lifestyle

## PERCEPTION

Tendencies & Characteristics



Prefers a  
flexible lifestyle

## JUDGMENT

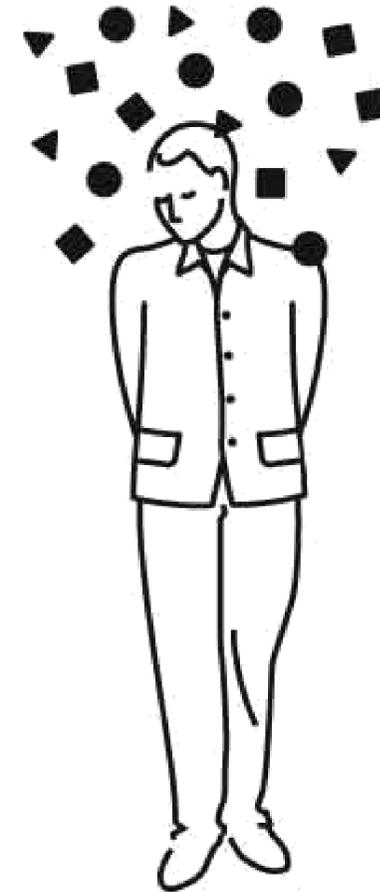
Tendencies & Characteristics



Likes to have life  
under control

## PERCEPTION

Tendencies & Characteristics



Prefers to experience  
life as it happens

## JUDGMENT

Tendencies & Characteristics



Enjoys being  
decisive

## PERCEPTION

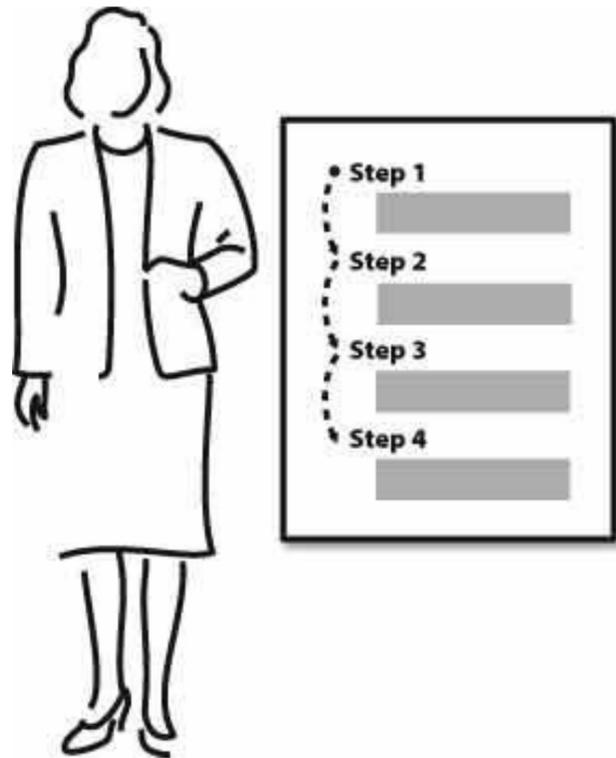
Tendencies & Characteristics



Enjoys being curious,  
discovering surprises

## JUDGMENT

Tendencies & Characteristics



Likes clear limits  
and categories

## PERCEPTION

Tendencies & Characteristics

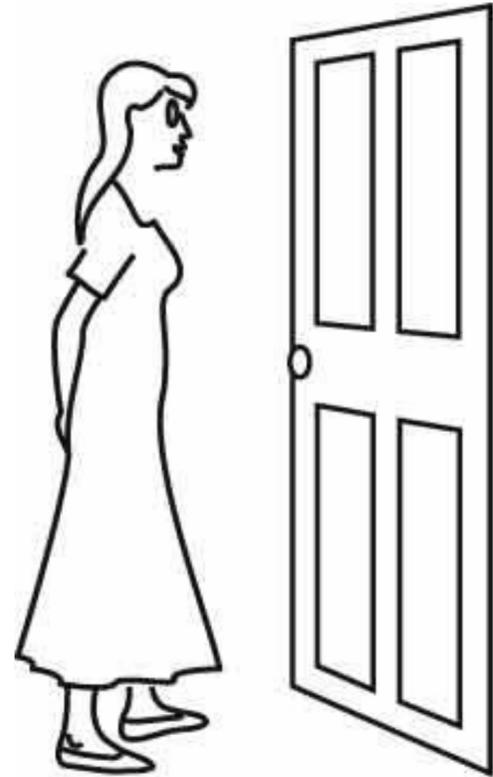


Likes freedom to explore  
without limits

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## JUDGMENT

Tendencies & Characteristics



Feels comfortable  
establishing closure

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## PERCEPTION

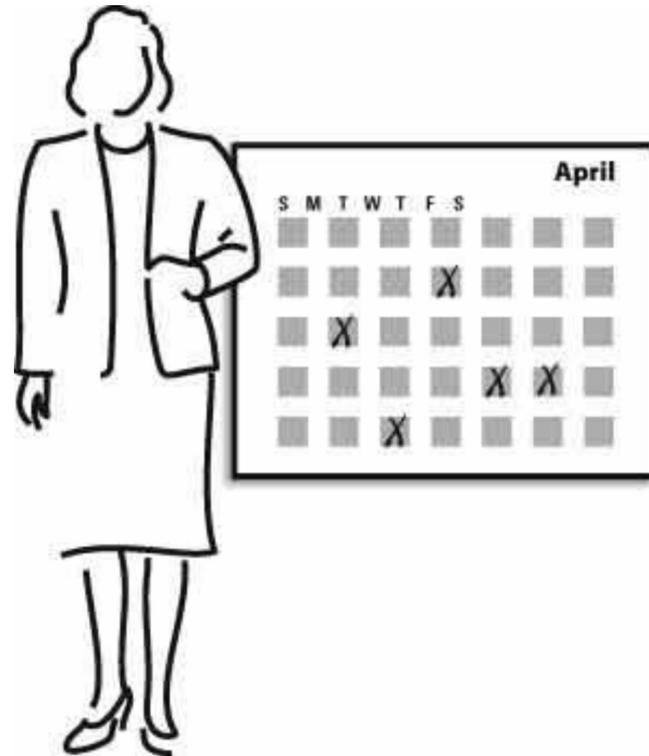
Tendencies & Characteristics



Feels comfortable  
maintaining openness

## JUDGMENT

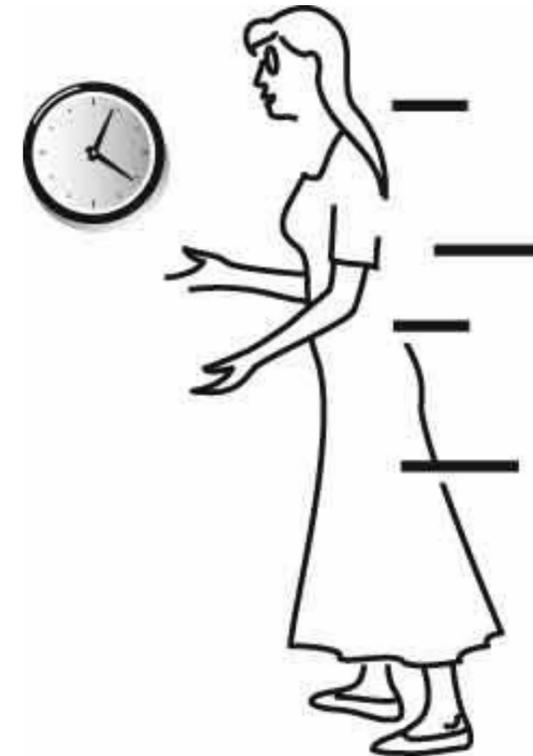
Tendencies & Characteristics



Handles deadlines,  
plans in advance

## PERCEPTION

Tendencies & Characteristics



Meets deadlines  
by last minute rush

# Judging

types use both Judging and Perceiving,  
but prefer Judging

# Perceiving

types use both Judging and Perceiving,  
but prefer Perceiving

**How clear is your preference?**

**J**

**P**

CLEAR MODERATE SLIGHT SLIGHT MODERATE CLEAR

# What is Your Self-Select Type?



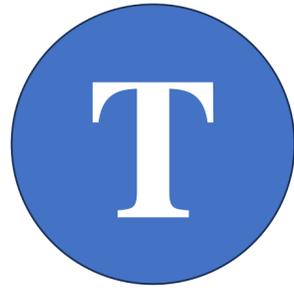
**Extroversion**

**Introversion**



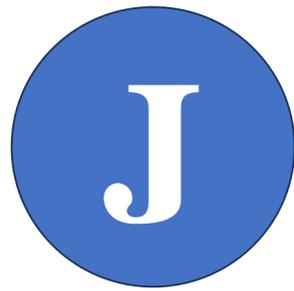
**Sensing**

**iNtuiting**



**Thinking**

**Feeling**



**Judging**

**Perceiving**



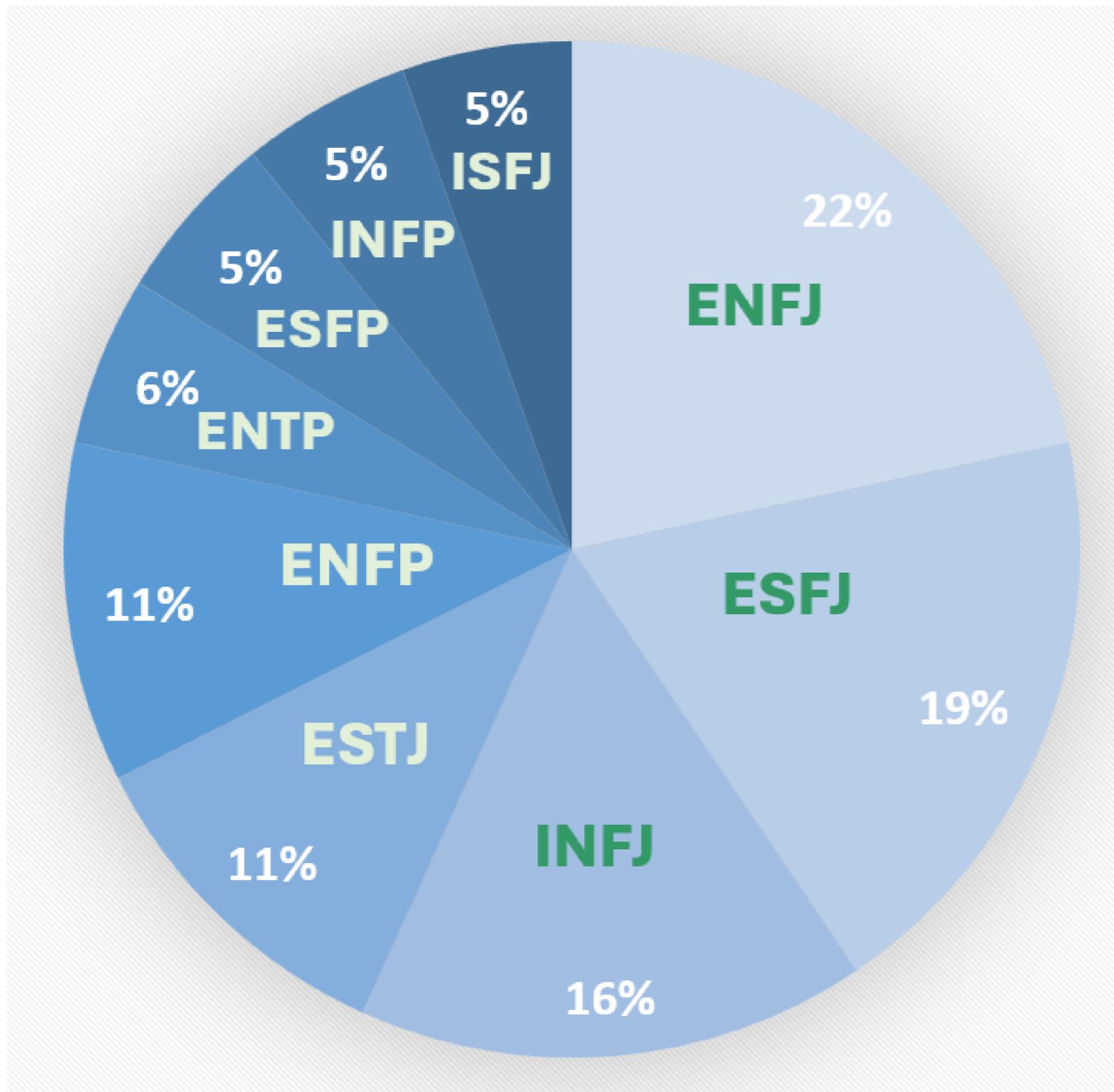
<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>

Last Name	First Name	Type
Anderson	Cherie	ESFJ
Anderson	Brittany	INFJ
Andrade	Ariana	INFJ
Arthur	Brianna	ESFJ
Barnard	Sue	ESTJ
Bielinski	Sarah	INFP
Brito	Eileen	ENFJ
Clindaniel	Jocelynn	INFJ
Curtis	Amanda	ENFJ
Darling	Nicole	ESTJ
Dungey	Danielle	ESFP
Feehan	Megan	ENFJ
Fuentes	Sara	ENFP
Gibson	Malissa	ENFJ
Gonzalez	Nicole	ESTJ
Hawn	Leslie	ESFJ
Hochman	Lindsay	ESFJ
Huber	Erin	ESFJ
Hukill	Neely	ENFJ

Last Name	First Name	Type
Jamieson	Christy	ISFJ
Macedo	Sarah	INFJ
McPhee	Michelle	INFJ
Money	Brittany	INFJ
Mosello	Brynn	INFP
Nichelini	Michelle	ISFJ
Oppedisano	Victoria	ENFJ
O'Sullivan	Gen	ENFP
Parkey	G'Anna	ESFJ
Pierson	Rachel	ENFJ
Podgorny	Samantha	ENFP
Rizzo	Marisa	ESFP
Schrader	Jacque	ENFJ
Schwemin	Cathi	ENTJ
Sidler	Stephanie	ESFJ
Sincox	Dana	ESTJ
Stapley	Crystal	ENFP
Ternanni	Rimal	ENTJ

Last Name	First Name	Type
Curtis	Amanda	ENFJ
Feehan	Megan	ENFJ
Gibson	Malissa	ENFJ
Pierson	Rachel	ENFJ
Brito	Eileen	ENFJ
Hukill	Neely	ENFJ
Oppedisano	Victoria	ENFJ
Schrader	Jacque	ENFJ
O'Sullivan	Gen	ENFP
Podgorny	Samantha	ENFP
Stapley	Crystal	ENFP
Fuentes	Sara	ENFP
Schwemin	Cathi	ENTJ
Ternanni	Rimal	ENTJ
Parkey	G'Anna	ESFJ
Anderson	Cherie	ESFJ
Arthur	Brianna	ESFJ
Hawn	Leslie	ESFJ
Hochman	Lindsay	ESFJ
Huber	Erin	ESFJ
Sidler	Stephanie	ESFJ

Last Name	First Name	Type
Rizzo	Marisa	ESFP
Dungey	Danielle	ESFP
Barnard	Sue	ESTJ
Darling	Nicole	ESTJ
Sincox	Dana	ESTJ
Gonzalez	Nicole	ESTJ
Anderson	Brittany	INFJ
Andrade	Ariana	INFJ
Clindaniel	Jocelynn	INFJ
McPhee	Michelle	INFJ
Money	Brittany	INFJ
Macedo	Sarah	INFJ
Mosello	Brynn	INFP
Bielinski	Sarah	INFP
Nichelini	Michelle	ISFJ
Jamieson	Christy	ISFJ



## Not Represented:

**ISTJ**

**ISTP**

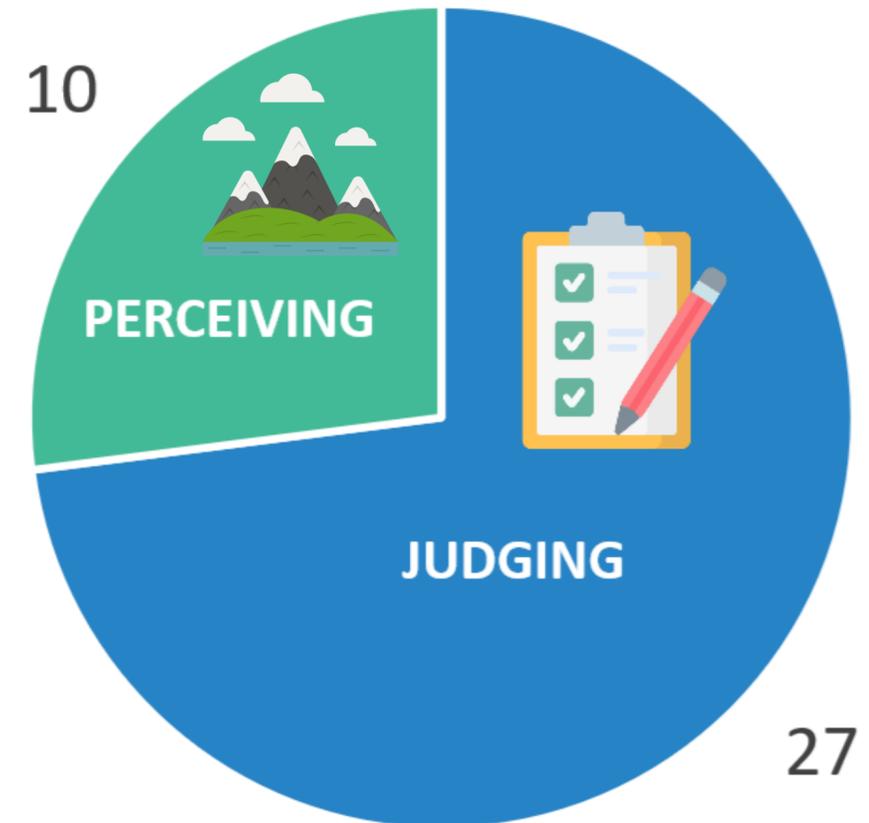
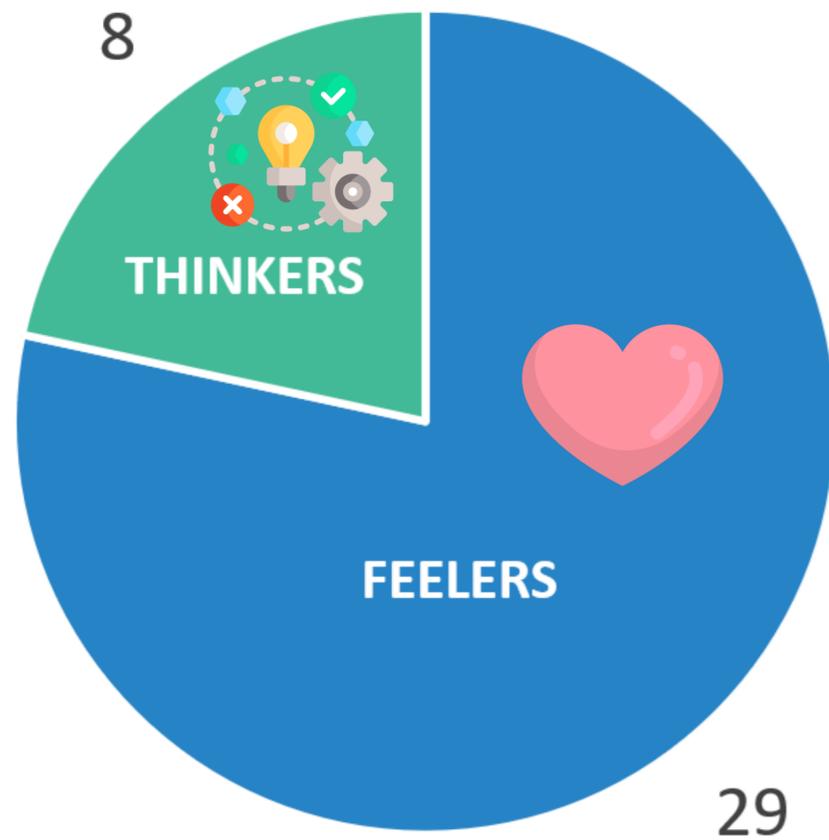
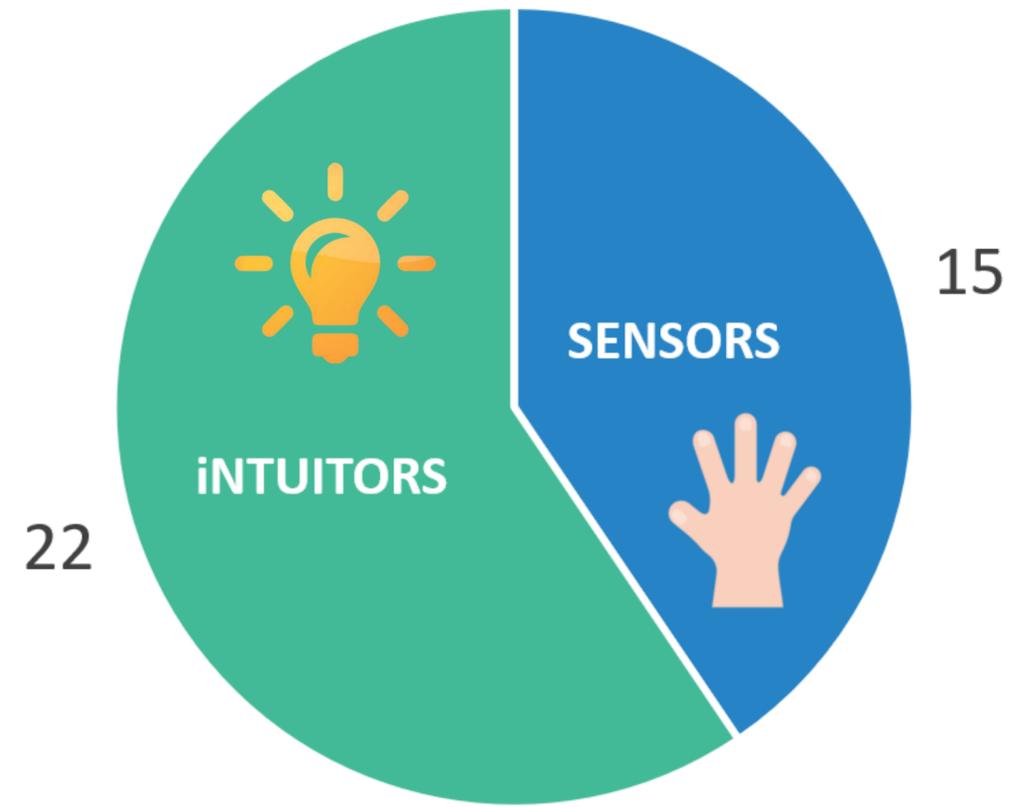
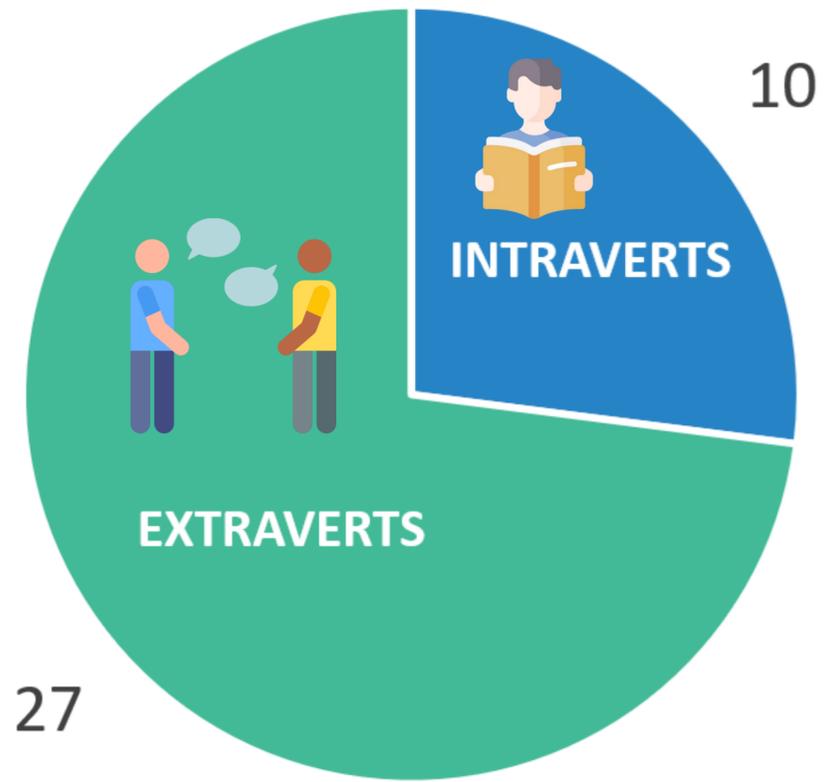
**ISFP**

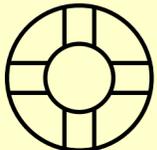
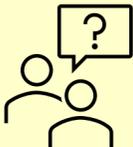
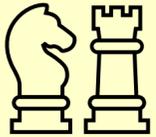
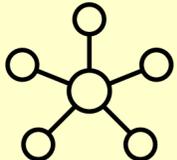
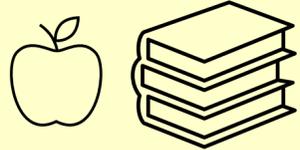
**INTJ**

**INFJ**

**INTP**

**ENTJ**



<p><b>ISTJ</b> The Inspector</p>  <p>Most Responsible</p>	<p><b>ISFJ</b> The Protector</p>  <p>Most Loyal</p>	<p><b>INFJ</b> The Counselor</p>  <p>Most Inspirational</p>	<p><b>INTJ</b> The Mastermind</p>  <p>Most Independent</p>
<p><b>ISTP</b> The Craftsman</p>  <p>Most Pragmatic</p>	<p><b>ISFP</b> The Artist</p>  <p>Most Artistic</p>	<p><b>INFP</b> The Healer</p>  <p>Most Idealistic</p>	<p><b>INTP</b> The Architect</p>  <p>Most Conceptual</p>
<p><b>ESTP</b> The Entrepreneur</p>  <p>Most Spontaneous</p>	<p><b>ESFP</b> The Performer</p>  <p>Most Generous</p>	<p><b>ENFP</b> The Champion</p>  <p>Most Optimistic</p>	<p><b>ENTP</b> The Visionary</p>  <p>Most Inventive</p>
<p><b>ESTJ</b> The Supervisor</p>  <p>Most Diligent</p>	<p><b>ESFJ</b> The Provider</p>  <p>Most Harmonizing</p>	<p><b>ENFJ</b> The Teacher</p>  <p>Most Persuasive</p>	<p><b>ENTJ</b> The Leader</p>  <p>Most Commanding</p>



**ESTJ**

Lawyer



**ISTJ**

Doctor



**ESFJ**

Teacher



**ISFJ**

Nurse



**ESFP**

Actor / Actress



**ISFP**

Artist



**ESTP**

Firefighter



**ISTP**

Detective



**ENFJ**

Sociologist



**INFJ**

Psychologist



**ENFP**

Activist



**INFP**

Author



**ENTP**

Industrial Designer



**INTP**

Information Security Analyst



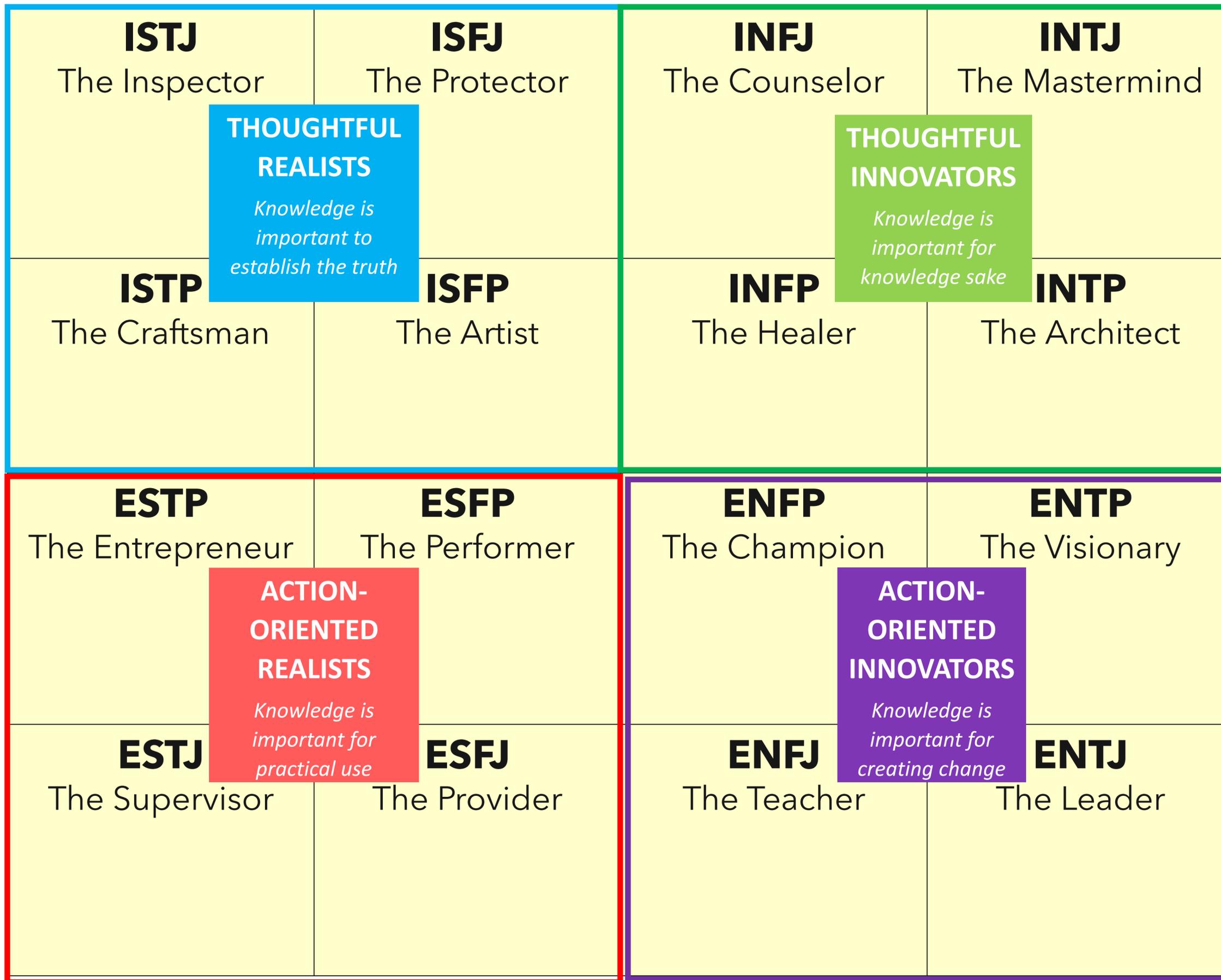
**ENTJ**

CEO



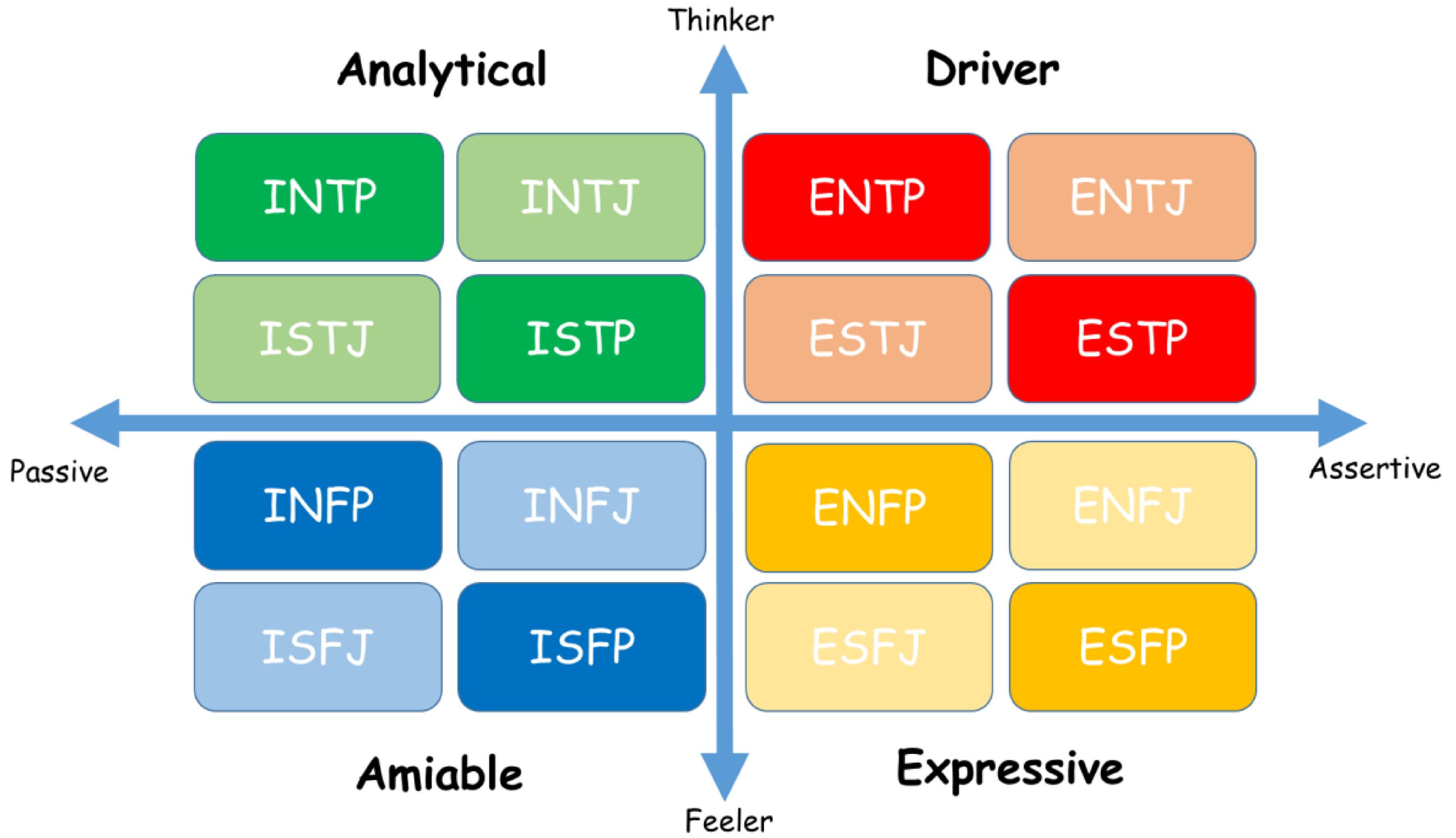
**INTJ**

Architect



<p><b>ISTJ</b> The Inspector</p>	<p><b>ISFJ</b> The Protector</p>	<p><b>INFJ</b> The Counselor</p> <p><b>NF</b> <i>Insightful</i> <i>Research Driven</i> <i>Inspiring</i></p>	<p><b>INTJ</b> The Mastermind</p>
<p><b>ISTP</b> The Craftsman</p>	<p><b>ISFP</b> The Artist</p>	<p><b>INFP</b> The Healer</p>	<p><b>INTP</b> The Architect</p>
<p><b>ESTP</b> The Entrepreneur</p> <p><b>ST</b> <i>Matter of fact</i> <i>High Technical Skill</i> <i>Diligent</i></p>	<p><b>ESFP</b> The Performer</p> <p><b>SF</b> <i>Service Driven</i> <i>Friendly and Sympathetic</i> <i>Harmonizing</i></p>	<p><b>ENFP</b> The Champion</p>	<p><b>ENTP</b> The Visionary</p> <p><b>NT</b> <i>Analytical</i> <i>Strategic</i> <i>Resourceful</i></p>
<p><b>ESTJ</b> The Supervisor</p>	<p><b>ESFJ</b> The Provider</p>	<p><b>ENFJ</b> The Teacher</p>	<p><b>ENTJ</b> The Leader</p>

<p><b>ISTJ</b> The Inspector</p>	<p><b>ISFJ</b> The Protector</p>	<p><b>INFJ</b> The Counselor</p>	<p><b>INTJ</b> The Mastermind</p>	
		<p><b>IJ</b> <i>Decisive Introverts</i> Compare new ideas to data, can be stubborn or hard to see other's views</p>		
<p><b>ISTP</b> The Craftsman</p>	<p><b>ISFP</b> The Artist</p>	<p><b>INFP</b> The Healer</p>	<p><b>INTP</b> The Architect</p>	
		<p><b>IP</b> <i>Adaptable Introverts</i> Curious to seek new info, can be slow to come to a decision or take action</p>		
<p><b>ESTP</b> The Entrepreneur</p>	<p><b>ESFP</b> The Performer</p>	<p><b>ENFP</b> The Champion</p>	<p><b>ENTP</b> The Visionary</p>	
		<p><b>EP</b> <i>Adaptable Extraverts</i> When changes are proposed, consult their network, can be flighty and "all over the map"</p>		
<p><b>ESTJ</b> The Supervisor</p>	<p><b>ESFJ</b> The Provider</p>	<p><b>ENFJ</b> The Teacher</p>	<p><b>ENTJ</b> The Leader</p>	
		<p><b>EJ</b> <i>Decisive Extraverts</i> Are experimental and decide quickly, can take things personal</p>		



# Decision Making Process



# SENSING

What are the facts? What data can we gather?

- ESTP
- ISTJ
- ESFJ
- ISFP
- ENTJ
- INTJ
- ESTJ
- ISTP
- ESFP
- ISFJ
- ENTP
- INTP
- INFJ
- INFP
- ENFJ
- ENFP



# iNTUITING

What are all the possibilities? Alternatives?



# FEELING

How do I feel about the decision?  
How does it impact people, keep or disrupt harmony?



# THINKING

What are pros/cons of each option? What do I decide?



# Myers-Briggs Type Indicator (MBTI) Personality:

## Insights into Action PART II

National Waste & Recycling Association  
Women's Council

February 2025



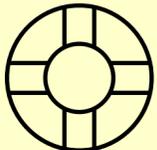
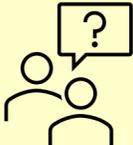
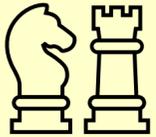
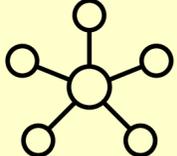
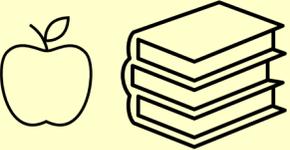
# AGENDA

- Review Questions
- Discuss Leadership and Communication Styles
- Applying Emotional Intelligence with Type
- Managing Stress and Conflict



<b>ISTJ</b> ♥ ENTP & ENFP	<b>INTJ</b> ♥ ENTP & ENFP	<b>ISFJ</b> ♥ ESFP & ESTP	<b>INFJ</b> ♥ ENFP & ENTP
<b>ISTP</b> ♥ ESFJ & ESTJ	<b>ISFP</b> ♥ ESTJ & ESFJ	<b>INFP</b> ♥ ENFJ & ENTJ	<b>INTP</b> ♥ ENTJ & ENFJ
<b>ESTP</b> ♥ ISTJ & ISFJ	<b>ESFP</b> ♥ ISTJ & ISFJ	<b>ENFP</b> ♥ INFJ & INTJ	<b>ENTP</b> ♥ INTJ & INFJ
<b>ESTJ</b> ♥ ISTP & ISFP	<b>ESFJ</b> ♥ ISFP & ISTP	<b>ENFJ</b> ♥ INFP & INTP	<b>ENTJ</b> ♥ INTP & INFP

# Leadership and Communication Styles

<p><b>ISTJ</b> The Inspector</p>  <p>Most Responsible</p>	<p><b>ISFJ</b> The Protector</p>  <p>Most Loyal</p>	<p><b>INFJ</b> The Counselor</p>  <p>Most Inspirational</p>	<p><b>INTJ</b> The Mastermind</p>  <p>Most Independent</p>
<p><b>ISTP</b> The Craftsman</p>  <p>Most Pragmatic</p>	<p><b>ISFP</b> The Artist</p>  <p>Most Artistic</p>	<p><b>INFP</b> The Healer</p>  <p>Most Idealistic</p>	<p><b>INTP</b> The Architect</p>  <p>Most Conceptual</p>
<p><b>ESTP</b> The Entrepreneur</p>  <p>Most Spontaneous</p>	<p><b>ESFP</b> The Performer</p>  <p>Most Generous</p>	<p><b>ENFP</b> The Champion</p>  <p>Most Optimistic</p>	<p><b>ENTP</b> The Visionary</p>  <p>Most Inventive</p>
<p><b>ESTJ</b> The Supervisor</p>  <p>Most Diligent</p>	<p><b>ESFJ</b> The Provider</p>  <p>Most Harmonizing</p>	<p><b>ENFJ</b> The Teacher</p>  <p>Most Persuasive</p>	<p><b>ENTJ</b> The Leader</p>  <p>Most Commanding</p>

# ISTJ: The Detail-Oriented Leader

Quiet, Careful leaders, Provide Clear Direction, Logic and Honesty

## STRENGTHS

- Organized
- Thorough
- Detail-Orientated
- Responsible
- Observant
- Logical and Practical

## GROWTH OPPORTUNITIES

- Less Open to New Ideas
- Expect Conformity
- May Neglect “Niceties”

*Embrace Human Element  
in Communication*

*Try New Things and  
Consider Others’ Ideas*

**Most  
Accurate &  
Responsible**



# ISFJ: The Thoughtful Leader

Committed, Conscientious and Devoted Leaders

## STRENGTHS

- Caring
- Compassionate
- Dependable
- Detail-Oriented
- Kind-hearted
- Protective
- Trust-worthy
- Steps Up When Needed

## GROWTH OPPORTUNITIES

- Overly Cautious
- Dislikes Change
- Neglect Personal Needs
- Can Avoid Confrontation

*Develop Assertiveness and Be More Direct*

*Don't Sell Yourself Short*

**Most Amiable  
and Loyal**



# INFJ: The Perceptive Leader

Insightful, Understanding, Innovative and Altruistic Leaders

## STRENGTHS

- Creative
- Follows Through
- Persistent
- Considerate
- Focused
- Wins Cooperation
- Altruistic

## GROWTH OPPORTUNITIES

- Sensitive to Criticism
- Reluctant to Open Up
- Prone to Burnout

*Develop Political Savvy*

*Don't Expect Perfection from Self and Others*

**Most Creative  
and Altruistic**



# INTJ: The Strategic Leader

Strategic, Calm, Rational and Determined Leaders

## STRENGTHS

- Strategic
- Ambitious
- Good Listeners
- Takes Criticism Well
- Self-Confident
- Hard Working
- Can “read between the lines”

## GROWTH OPPORTUNITIES

- Overly Analytical
- Can Seem Insensitive or Tough-Minded

*Solicit Feedback on Your Ideas Early On*

*Consider Putting Guard Down, Be More Approachable*

**Most  
Independent  
and Ambitious**



# ISTP: The Tactical Leader

Quiet, Observant, Realistic and Cool-Headed Leaders

## STRENGTHS

- Sets the Example
- Logical
- Action-Oriented
- Realistic
- Curious
- Even-Keeled
- Easy Going
- Quick Problem-Solvers

## GROWTH OPPORTUNITIES

- Sometimes Emotionally Detached
- Moves to New Task Before Completion of Previous

*Open Up More With Others*

*Strengthen Perseverance and Planning*

**Most  
Pragmatic and  
Prepared**



# ISFP: The Sensitive Leader

Unassuming, Gentle, Adaptable Leaders

## STRENGTHS

- Aware
- Practical
- Peaceful
- Considerate
- Focused
- Offers More Praise than Criticism
- Ensures People's Well-Being

## GROWTH OPPORTUNITIES

- Hesitant to Question or Critique
- Avoids Conflict
- Often Self-Critical or Hurt

*Develop Sense of Skepticism*

*Practice Providing More Constructive Feedback*

**Most  
Compassionate  
and Supportive**



# INFP: The Sincere Leader

Passionate, Empathetic and Collaborative Leaders

## STRENGTHS

- Devoted
- Sensitive to Feelings
- Mediators
- Creative
- Values Relationships
- Open-Minded
- Encourages People to Act on Ideas

## GROWTH OPPORTUNITIES

- Unrealistic
- Self-Isolating
- Takes Things Personally

*Be Willing to Say “No”*

*Consider Realism not Just Idealism*

**Most  
Idealistic and  
Passionate**



# INTP: The Unconventional Leader

Open-minded, Curious, Diplomatic and Autonomous Leaders

## STRENGTHS

- Logical and Objective
- Flexible
- Curious
- Thinks “Outside the Box”
- Thoughtful
- Intellectual

## GROWTH OPPORTUNITIES

- Often Dissatisfied
- Impatient
- Can Be Too Abstract

*Consider Practicalities along with Concepts*

*State Things More Simply*

*Express Appreciation of Others*

**Most  
Conceptual and  
Open-Minded**



# ESTP: The Fearless Leader

Opportunists, Trouble-Shooters, and Risk-Takers

## STRENGTHS

- Takes Charge in Crisis
- Influential
- Action-Oriented
- Resourceful
- Direct
- Funny
- Sociable

## GROWTH OPPORTUNITIES

- Impulsive
- Competitive
- Risk-Prone
- Often Blunt

*Look Beyond Quick Fixes*

*Consider Feelings of Others*

**Most  
Gregarious and  
Entrepreneurial**



# ESFP: The Charismatic Leader

Likable, Fun-loving, Inspiring and Innovative

## STRENGTHS

- Promotes Goodwill
- Puts People at Ease
- Entertaining
- Practical
- Good People Skills
- Experimental
- Giving

## STRENGTHS

- Poor Planners
- Distracted Easily
- Doesn't Often Reflect
- Vulnerable to Criticism

*Focus on Time  
Management*

*Depersonalize Conflict*

**Most Social  
and  
Innovative**



# ENFP: The Inspirational Leader

Lead with imagination, vision and passion

## STRENGTHS

- Highly Creative
- Enthusiastic
- Strong People Skills
- Fun and Spontaneous
- Empathetic
- Imaginative

## GROWTH OPPORTUNITIES

- Overextends
- Easily Stressed
- Disorganized at Times
- Procrastinates

*Set Priorities*

*Don't Overcommit and Look at Feasibility*

**Most  
Optimistic  
and Creative**



# ENTP: The Innovative Leader

Competitive, Experimental and Agile Leaders

## STRENGTHS

- Innovative
- Great Conversationalists
- Uses Compelling Logic
- Values Knowledge
- Enjoys Debating
- Quick Thinkers
- Energetic
- Charismatic

## GROWTH OPPORTUNITIES

- Can Be Argumentative
- Insensitive
- Little Patience
- Hard to Focus

*Assume Good Intent and Give People More Grace*

*Validate Others' Contributions*

**Most  
Enthusiastic  
and  
Motivating**



# ESTJ: The Decisive Leader

Objective, Efficient, Fair and Driven Leaders

## STRENGTHS

- Orderly
- Critiques Logically and Tactfully
- Direct and Honest
- Patient
- Reliable
- Motivating
- Dedicated

## GROWTH OPPORTUNITIES

- Inflexible
- Can Decide Too Quickly
- Less Open to Change

*Consider All Sides Before Deciding*

*Solicit and Reflect on New Ideas*

**Most Diligent**

**and  
Structured**



# ESFJ: The Generous Leader

Encouraging, Charismatic and Hard-Working Leaders

## STRENGTHS

- Outgoing
- Dependable
- Conscientious
- Connecting
- Kind and Loyal
- Gains Cooperation Through Good Relationships

## GROWTH OPPORTUNITIES

- Approval Seeking
- Change Averse
- Gets Overwhelmed

*Look at Bigger Picture*

*Embrace Change and Be Confident in Successes*

**Most  
Harmonizing  
and Gracious**



# ENFJ: The Passionate Leader

Understanding, Encouraging and Motivational Leaders

## STRENGTHS

- Takes Participative Stance with Teams
- Receptive
- Collaborative
- Persuasive
- Passionate
- Outgoing
- Looks for Positive Change

## GROWTH OPPORTUNITIES

- Can Experience Blind Loyalty
- Self-Sacrificing
- Overly Empathetic, Leading to Exhaustion

*Suspend Self-Criticism*

*Balance Focus on Relationships and Tasks*

**Most  
Persuasive  
and  
Collaborative**



# ENTJ: The Assertive Leader

Confident leaders who are straight-forward, decisive and challenging

## STRENGTHS

- Strong Leaders
- Well Organized
- Effective Decision-Makers
- Tackles Complex Problems
- Commanding
- Provides Long-Range Plans

## GROWTH OPPORTUNITIES

- Overly focuses on tasks over people needs
- Inadvertently Hurt Feelings
- Seem Domineering

*Think more about human element in actions*

*Slow Down and Reflect on Details before Deciding*

**Most  
Commanding  
and  
Visionary**



### STs: ESTJ, ISTJ, ESTP, ISTP

**Known as:** the "Bottom Line" Leaders

**Leadership Style:** task focused, dedicated to creating and abiding by policies and procedures

**Primary Goal:** Efficiency and Deliverables

**Motto:** "Doing it right the first time"

### NFs: ENFJ, INFJ, ENFP, INFP

**Known as:** "Development of People" Leaders

**Leadership Style:** catalyzing people to meet personal and organizational goals

**Primary Goal:** Empowering Others

**Motto:** "Inspiration for the Future"

### SFs: ESFJ, ISFJ, ESFP, ISFP

**Known as:** "In-Service of People" Leaders

**Leadership Style:** people-focused, striving to meet needs of everyone

**Primary Goal:** Helping Others, Support

**Motto:** "Lean on Me"

### NTs: ENTJ, INTJ, ENTP, INTP

**Known as:** "System Analysis" Leaders

**Leadership Style:** conceptual focused, create long term strategies and goals

**Primary Goal:** Improving Systems

**Motto:** "Begin with the end in mind"

**“One should aim not at being possible to understand, but impossible to misunderstand”**

**- Marcus Quintilian**



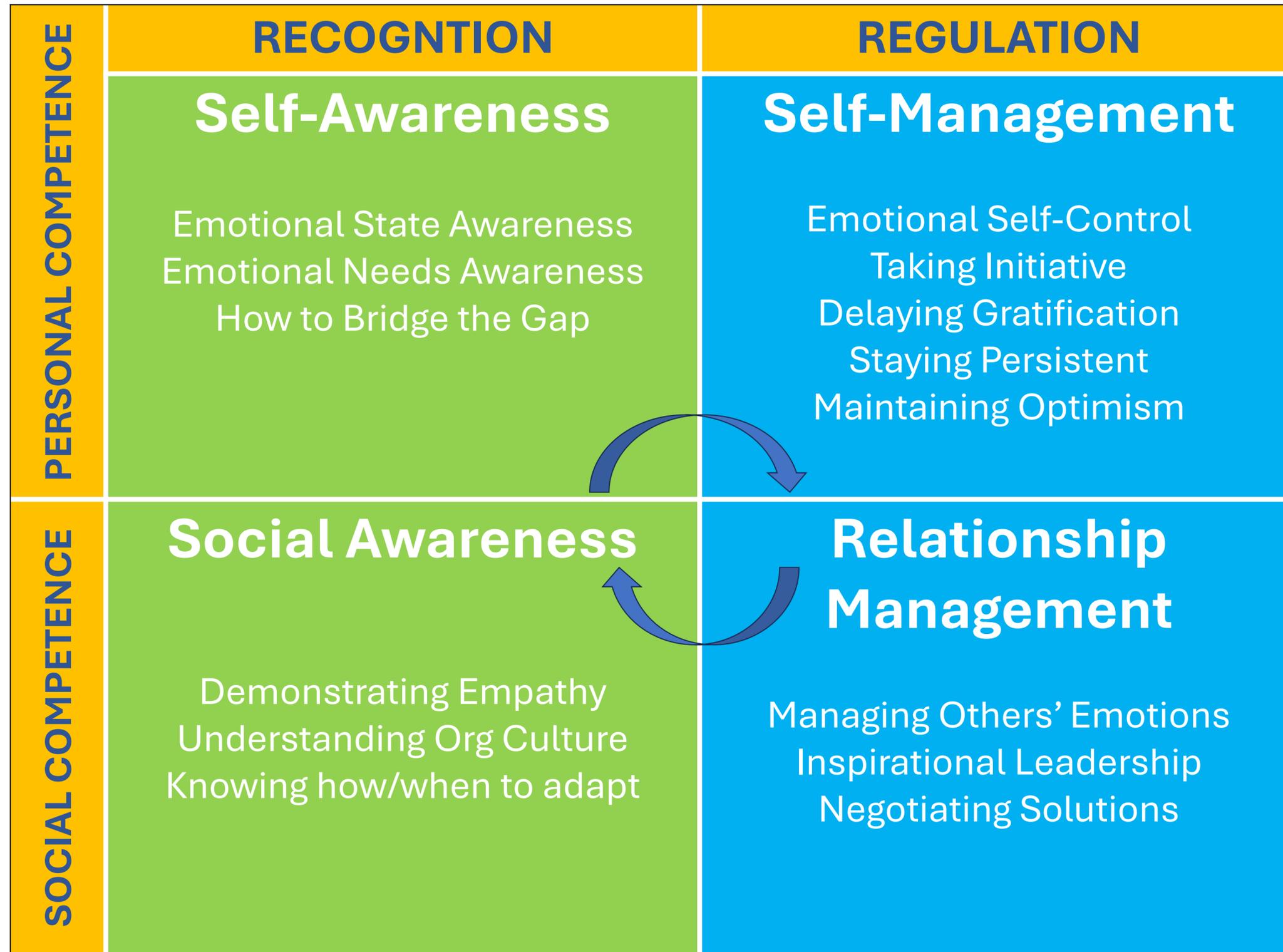
# **EMOTIONAL INTELLIGENCE**

The ability to monitor one's own and other's feelings to discriminate among them and to use this information to guide their thinking and actions

- 
1. Ask Permission
  2. Try simple emotional recognition, whether **positive** or **negative**

You sound frustrated  
determined  
upset  
motivated  
confused

---



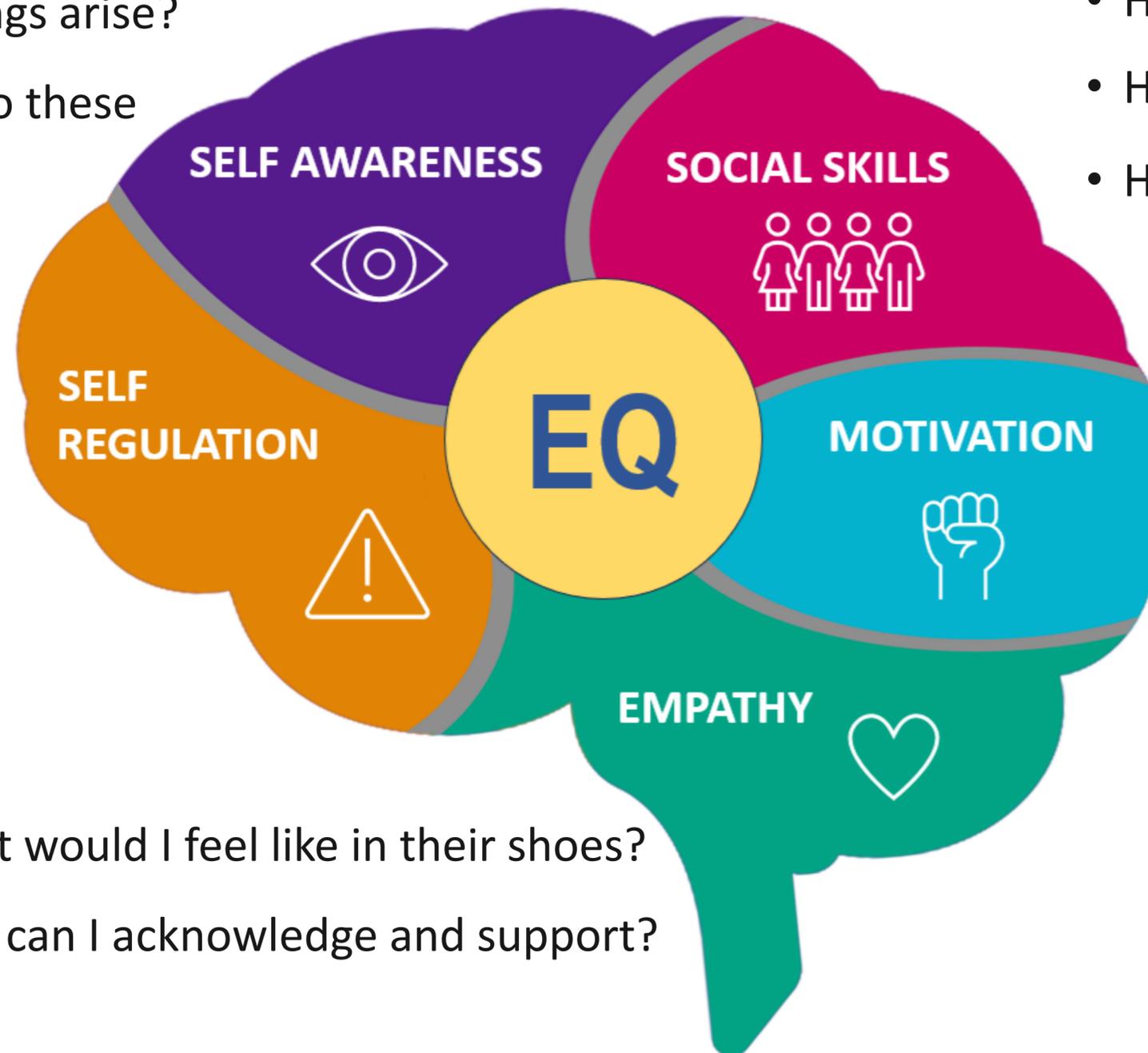
# 5 Components of EQ

- What am I feeling?
- How did these feelings arise?
- What information do these feelings offer me?

- How do I want to feel?
- What do I need to do in order to feel that way?

- What would I feel like in their shoes?
- How can I acknowledge and support?

- What is he/she feeling?
- How did those feelings arise?
- How do I want them to feel?
- How can I make them feel that way?

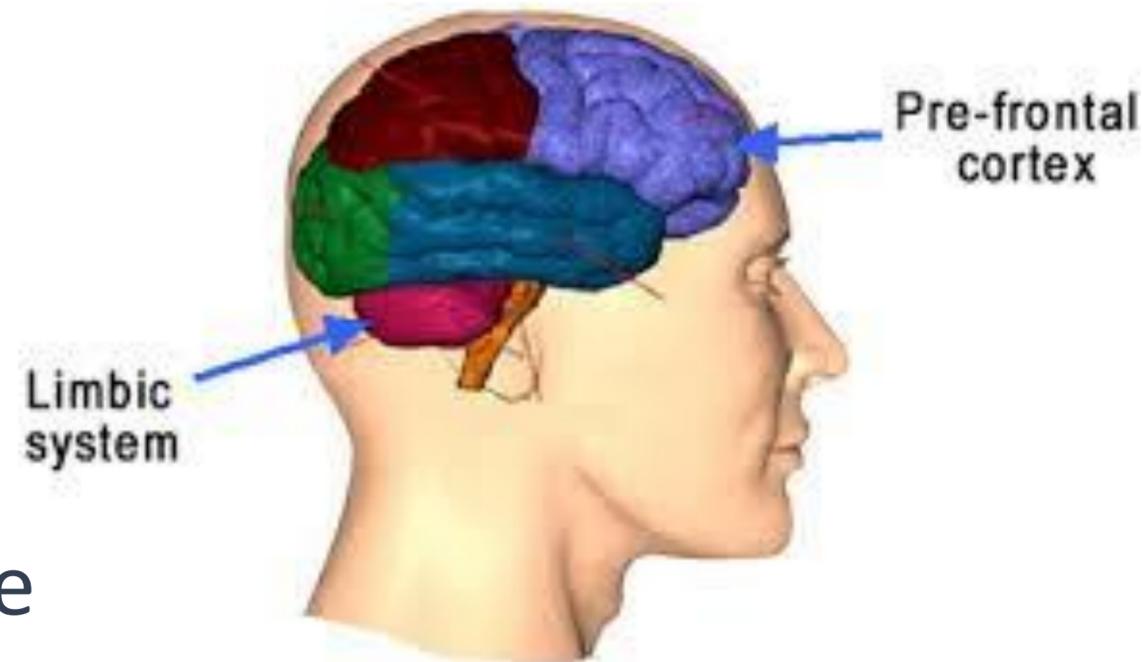


- What do I need?
- What can I control?
- How can I focus on positivity?

# Biology of Emotion

## Low Road

- Amygdala
- Primitive Brain
- Negative Emotion
- 1/4 second to generate an emotional reaction



## High Road

- Frontal Lobe
- Rational Thought
- Unlimited Potential
- Positive Emotion
- 6 seconds to respond

**Communication between your emotional and rational brain is the physical source of your emotional intelligence.**

What are my  
blind spots?

Tell me what I'm missing

What do you think about this?

What's never been done  
before?

I would like to know if you have an interesting idea?

Would you mind giving an  
perspective?

concerns

Can you help me  
understand?

Can I make a request?

can't request.

I recognize there are a  
lot of calls

We have a failure to help  
community

I don't think you get

und That d Just do it nse

what  
you?

What planet are you  
from?

But we've always done  
it this way

---

# When Communicating With: ENFJs, ENTJs, ESTJs and ESTPs

They have determined energy and a commanding presence that conveys a sense of having things under control. "In-Charge" types like to accomplish things and get achievable results. They are good at keeping themselves and others on task, on target, and ready for action. They enjoy mentoring, executing actions, and mobilizing resources to get goals accomplished. They are extremely aware of inefficiencies and have no problem correcting things that are getting in the way of their desired outcome.

- Be brief and cordial when saying hello.
- Speak quickly and with confidence.
- State directly what you want and why you're there.
- When getting information be clear and matter-of-fact.
- Give the reason/data for your particular proposal or idea.
- Present the main points of your idea and don't get carried away with excessive details.
- Try not to procrastinate or go off on tangents unrelated to the main topic.
- Understand that these types can become bossy when stressed. Help them to see that something is being done and use humor to help lighten the mood.

**Be direct and  
concise, have  
facts**

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# When Communicating With: ENFPs, ENTPs, ESFJs and ESFPs

**Humanize the  
Conversation**

They have an open energy and enjoy back-and-forth communication. They tend to be expressive and participative and they like a mutual swapping of ideas and plans. They like everyone to have a voice and they want everyone to be actively engaged and enjoying themselves. They're good at listening, asking questions, and clarifying what other people need.

- Smile and make eye contact when saying hello.
  - Use open gestures and keep your manner friendly and energetic.
  - Ask open-ended questions and be responsive to their answers.
  - When explaining something, present the main points and allow time for conversation and questions.
  - If you're working on a project together, bring up shared interests as a way to keep the atmosphere pleasant
  - When answering questions or getting feedback, allow them to digress, extrapolate, and "think out loud".
  - Use storytelling and give personal examples when explaining something.
  - Let them explore options before pressuring them to decide on anything.
  - Understand that during tense moments they need humor to break the tension.
  - Understand that when these types are stressed, they can become more loud, animated, and expressive.
- During extreme stress they can close up completely
-

---

# When Communicating With: INFJs, INTJs, ISTJs, and ISTPs

They have a focused, deliberate energy and prefer to work on one thing at a time. They put their energy towards anticipating and strategizing to achieve a desired result. They always want to know where they're going and how to get there. They tend to have a contained demeanor and they put tension into analyzing, outlining, conceptualizing and foreseeing.

- These types enjoy friendly banter but it can frustrate them when they're trying to focus on a project.
- Don't interrupt or use a lot of small talk when trying to get information.
- When you explain something, be detailed and pause for any questions they might have.
- Give them time to reflect before expecting an answer.
- Don't rush them. Understand that they will be careful and particular.
- Understand that these types can go from friendly to distant if things get stressful.
- If life feels unplanned or directionless they can appear especially aloof and even critical.
- During conflict situations these types can become especially quiet and stoic.

**Allow time for reflection, Don't rush or interrupt**

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# When Communicating With: INFPs, INTPs, ISFJs and ISFPs

They have an open energy and enjoy taking in data from all around them. They like scoping things out and integrating as much information as possible to make the best decision. They focus on getting the best result possible and understand that many contributions and viewpoints can help. When they approach people they tend to appear quiet and calm even if they have strong convictions about their standpoint on something. They are usually patient because they want to have the best information possible before they make a decision or refine a result

- When getting information don't rush them or interrupt.
- Take regular pauses. Don't dominate the conversation.
- When you're explaining something give them time to process and reflect on what you've said.
- Ask them about their thoughts on a subject and actively listen.
- Don't finish their sentences. They hate this.
- Be honest and open.
- If they need your help with something assure them that they're not bothering you.
- When saying goodbye be sure to end the conversation on a friendly note.
- In prolonged stressful situations these types can become uncharacteristically angry and critical.
- These types can get embarrassed by public recognition and compliments.

**Be Patient,  
Embrace Silence,  
Ask More**

---

<b>TYPE</b>	<b>VALUE</b>	<b>LEADERSHIP QUALITIES</b>
<b>ESTP</b>	<b>Competition</b>	<i>Active, Pragmatic, Decisive, Demanding</i>
<b>ISTP</b>	<b>Efficiency</b>	<i>Active, Capable, Concrete, Proficient</i>
<b>ESFP</b>	<b>Realism</b>	<i>Energetic, Inquisitive, Encouraging</i>
<b>ISFP</b>	<b>Cooperation</b>	<i>Flexible, Synergetic, Pragmatic</i>
<b>ESTJ</b>	<b>Organization</b>	<i>Methodical, Focused, Planned, Direct</i>
<b>ISTJ</b>	<b>Productivity</b>	<i>Persistent, Logical, Practical, Data-driven</i>
<b>ESFJ</b>	<b>Harmony</b>	<i>Helpful, Supportive, Practical, Connecting</i>
<b>ISFJ</b>	<b>Consideration</b>	<i>Cooperative, Committed, Understanding</i>
<b>ENTJ</b>	<b>Command</b>	<i>Analytical, Strategic, Driver</i>
<b>INTJ</b>	<b>Effectiveness</b>	<i>Systematic, Contemplative, Tough Minded</i>
<b>ENTP</b>	<b>Knowledge</b>	<i>Assertive, Resourceful, Imaginative</i>
<b>INTP</b>	<b>Ingenuity</b>	<i>Conceptual, Critical, Inventive</i>
<b>ENFJ</b>	<b>Collaboration</b>	<i>Warm, Supportive, Inclusive</i>
<b>INFJ</b>	<b>Creativity</b>	<i>Inventive, Idealistic, Insightful</i>
<b>ENFP</b>	<b>Innovation</b>	<i>Enthusiastic, Expressive, Optimistic</i>
<b>INFP</b>	<b>Empathy</b>	<i>Passionate, Intuitive, Creative</i>

<p><b>ISTJ</b></p> <p>"I'll do it myself"</p>	<p><b>ISFJ</b></p> <p>"You don't have to if you don't want to!"</p>	<p><b>INFJ</b></p> <p>"I don't know how I know, I just know"</p>	<p><b>INTJ</b></p> <p>"No"</p>
<p><b>ISTP</b></p> <p>"It is what it is"</p>	<p><b>ISFP</b></p> <p>"Live and let live"</p>	<p><b>INFP</b></p> <p>"Not all who wander are lost"</p>	<p><b>INTP</b></p> <p>"It depends . . ."</p>
<p><b>ESTP</b></p> <p>"Just do it"</p>	<p><b>ESFP</b></p> <p>"Be true to yourself, make the most of every moment"</p>	<p><b>ENFP</b></p> <p>"I'm sorry, are you asking me to narrow down the possibilities"</p>	<p><b>ENTP</b></p> <p>"Why?"</p>
<p><b>ESTJ</b></p> <p>"That doesn't make any sense"</p>	<p><b>ESFJ</b></p> <p>"Treat others how you want to be treated"</p>	<p><b>ENFJ</b></p> <p>"Don't mistake my kindness for weakness"</p>	<p><b>ENTJ</b></p> <p>"I'll find a way or make one"</p>

# Stress and Conflict

**TERTIARY**

**INFERIOR**

**AUXILARY**

**DOMINANT**





I N<sub>i</sub> T J

I S<sub>i</sub> F J

I N T<sub>i</sub> P

I S F<sub>i</sub> P

E N T<sub>e</sub> J

E S F<sub>e</sub> J

E N T<sub>e</sub> P

E S<sub>e</sub> F P

I N<sub>i</sub> F J

I S<sub>i</sub> T J

I N F<sub>i</sub> P

I S T<sub>i</sub> P

E N F<sub>e</sub> J

E S T<sub>e</sub> J

E N<sub>e</sub> F P

E S<sub>e</sub> T P

*DOMINANT*

I N<sup>i</sup> T J

I N T<sup>e</sup> J

I N T<sup>i</sup> F J

I N<sup>s</sup> T<sup>e</sup> J

*INFERIOR*



*DOMINANT*

E N F<sup>e</sup> J

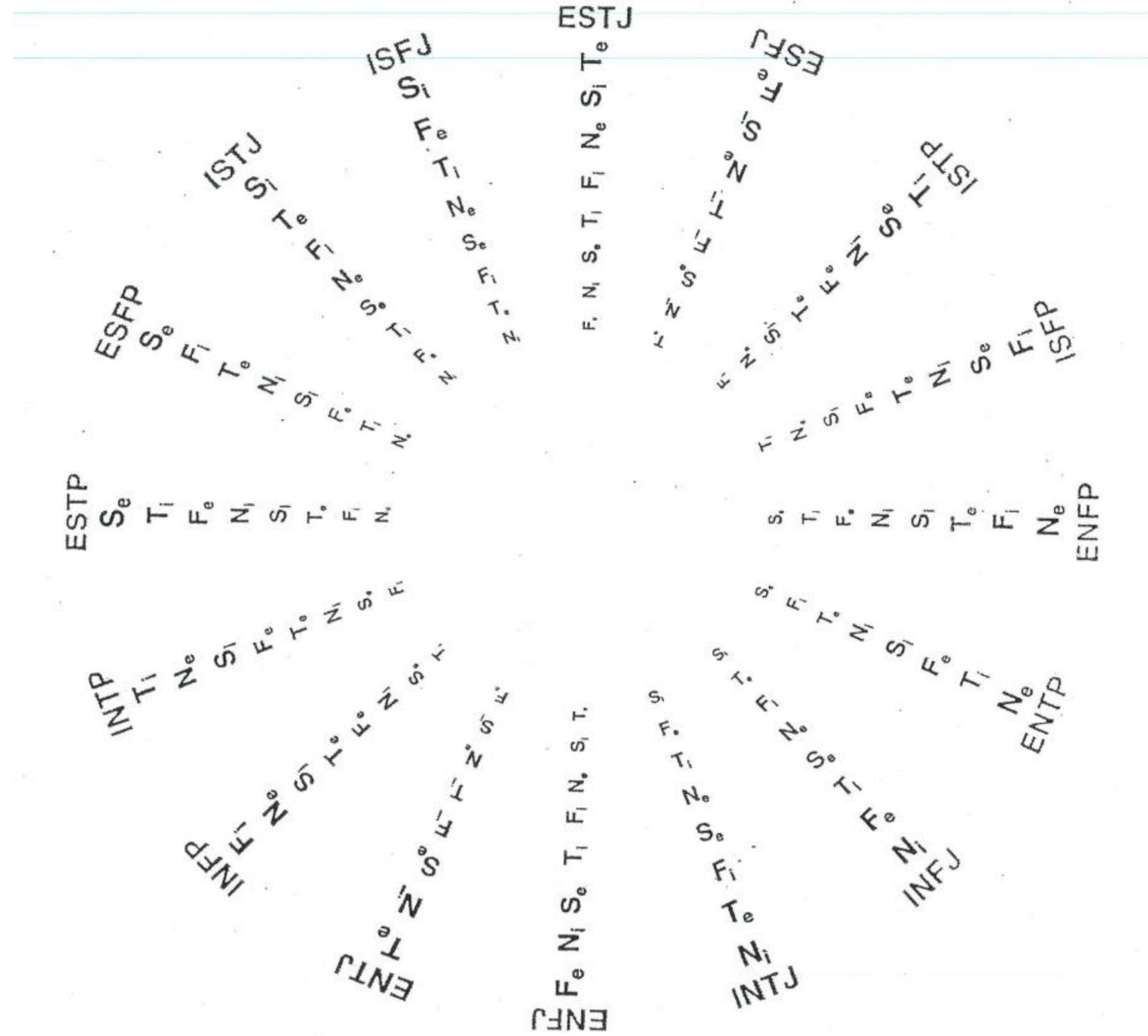
E N<sup>i</sup> F J

E N<sup>s</sup> F<sup>e</sup> J

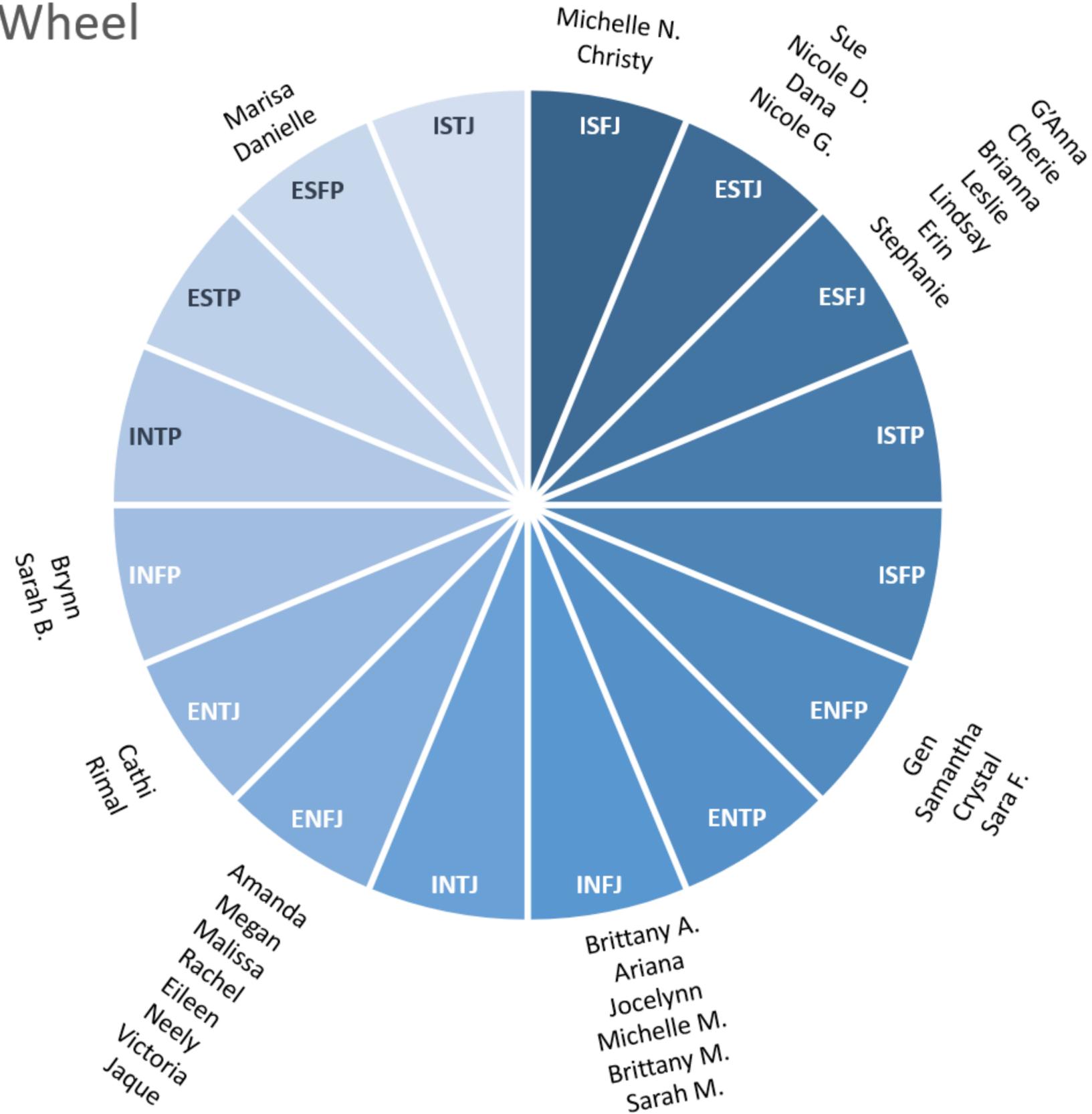
E N F<sup>i</sup> T J

*INFERIOR*

# MBTI Conflict Wheel



# Myers Briggs Conflict Wheel



# ISTJ

## What Causes Stress

- Disorganized, irrational, emotional situations
- Social situations with new groups of people
- Spontaneous activities
- Having to wait for anything
- Situations that don't allow closure

## Responses to Stress

- Becomes more stubborn
- Becomes quiet
- Gets very negative and feels depressed
- Becomes very busy
- Calm on the outside, tense on the inside
- Becomes irritable
- Overwhelmed by details



challenging my bottom-line approach

**ABANDONING / DEVIATING FROM ROUTINE** being rushed  
disregarding my established rules and regulations

**noise** MESS / DISORDER  
BROAD INFORMATION

**ISTJ** change  
**UNCERTAINTY**

DENYING dismissing  
PERSONAL my logical  
NEEDS decisions

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# ISFJ

## What Causes Stress

- Large group presentations
- Situations that are continuously changing and require adapting
- Disorganized, vague social situations
- Sharing self with strangers
- Suspected or actual tension with those cared about
- Not thought behind plan
- Planning haphazardly

## Responses to Stress

- Becomes quiet and seeks solitude
- Experience fatigue and muscle tension
- Feel pressured
- Becomes irritable
- Strongly attempt to organize situation
- Momentary panic
- Eats more

PROCRASTINATION  
**LAST-MINUTE CHANGES**  
disregarding  
my established  
rules and regulations  
not being appreciated  
for the daily help I give

WORKPLACE CONFLICT **others' inadequacy**  
affecting my work

**ISFJ**noise  
INDECISION  
**DISMISSING HOW I FEEL**  
insufficient time to prepare  
others repeating  
mistakes

mbti.

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# INFJ

## What Causes Stress

- Hostile, critical atmosphere
- Confrontation
- Politics on the job
- Working where innovation is not possible
- Not knowing expectations
- Working with those who do not meet deadlines
- Competitive environments
- Insignificant interruptions
- Meeting new people
- Noise
- Constant supervision

## Responses to Stress

- Becomes quiet
- Over personalize situation
- Criticize others
- Becomes pessimistic
- Becomes defensive
- Moody
- Feel out of control
- Can burst out with angry and hurtful emotions
- May get physically ill
- overeat

not being appreciated for "making a difference"  
SHORT-SIGHTEDNESS  
**indecisiveness**  
DISORDER **feeling**  
**misunderstood**  
**LOUDNESS** forced time  
**NEGATIVITY** management  
**FROM OTHERS** lack of closure  
inflexible work environment  
**IDEAS MET WITH**  
dismissing how I feel **CRITICISM**  
**INFJ** CONFLICT  
routine  
disturbed  
"LET'S GO AROUND THE CIRCLE AND SHARE"  
mbti.

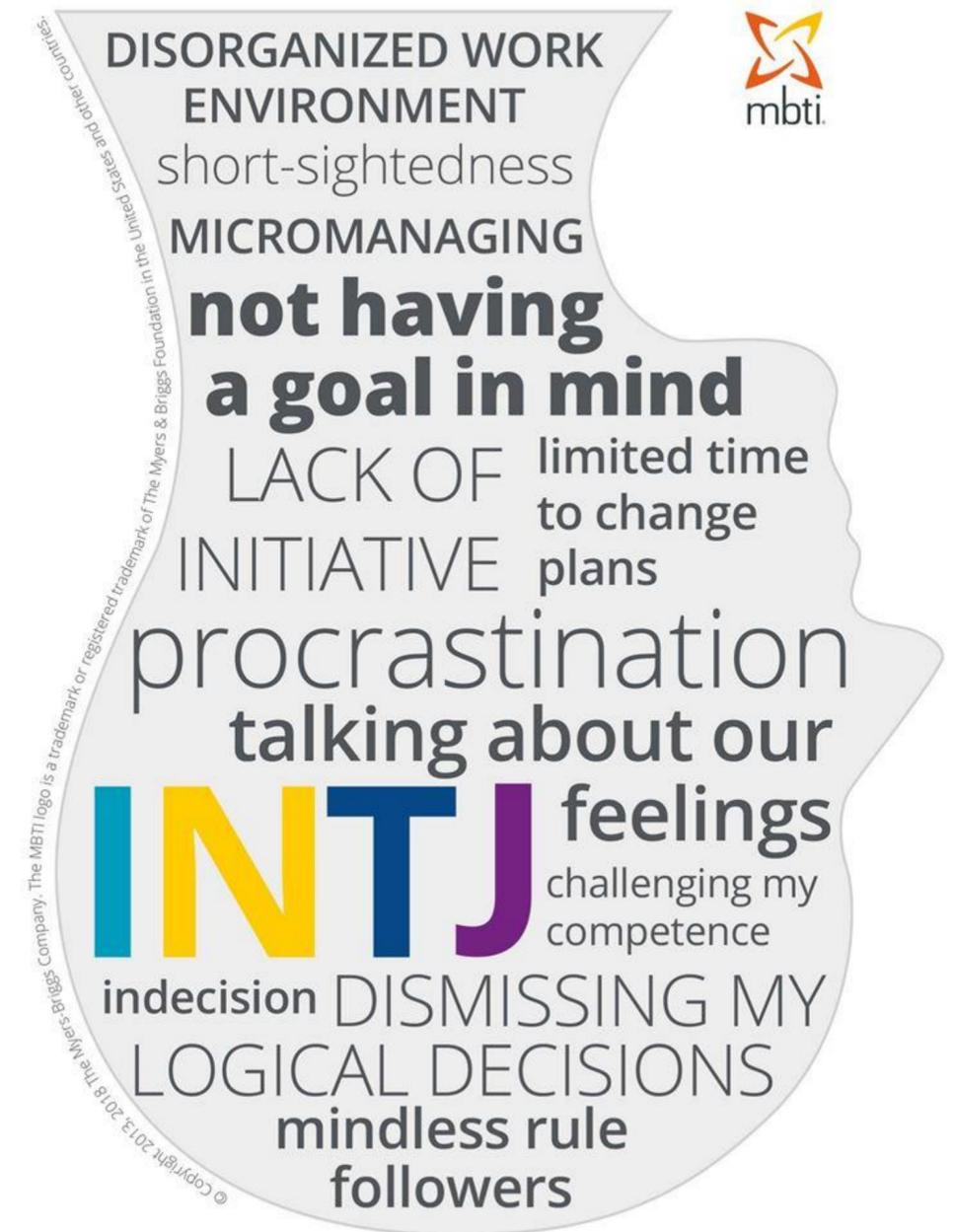
# INTJ

## What Causes Stress

- Dependent people
- Small talk
- Indecisiveness
- Repetitive work
- Details
- Doing things in a rush
- Public speaking
- Noisy environments
- Large groups for too long
- Authoritarian leaders
- Dealing with incompetence

## Responses to Stress

- Becomes impatient
- Outwardly appears cold and unfeeling
- Feelings come out as rage or pent up emotion
- Talks more
- Becomes self critical
- Stomach gets knotted



# ISTP

## What Causes Stress

- Out of control emotions
- Overwhelmed

### Responsibilities

- Small Talk
- Illogical situations
- Attack on principles
- Inefficient methods
- Situations they can't control

## Responses to Stress

- Becomes irritated
- Does busy work to keep distracted



inefficiency  
lack of independence  
**inability to logically assess situations**  
challenging my bottom-line approach  
**out-of-control emotions**  
**NOISE** forcing a decision  
disregarding my practical realities  
FORCED INTO DISMISSING MY  
EXTRAVERTED ANALYSIS OF A  
ACTIVITIES PROBLEM  
**ISTP** SMALL  
TALK  
disregarding my practical realities  
STRICT GUIDELINES

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# ISFP

## What Causes Stress

- Failure in relationship
- Conflict among close friends or family
- Public discussion of personal matters
- Dealing with overly complex issues for too long

## Responses to Stress

- Avoids or puts off stressful situation
- Procrastinates



# INFP

## What Causes Stress

- Frequent interruptions
- Mundane Tasks
- Large gatherings or social situations
- Administrative tasks
- Routine activities
- Conflict of values in work
- Hostile environments
- Having to supervise or control others
- Closing of possibilities

## Responses to Stress

- Becomes quiet
- Can't sleep
- Headaches
- Eats more
- Feels inadequate
- Anticipates all of the negative possibilities



# INTP

## What Causes Stress

- Talking on the phone
- Small talk
- Routine
- Social settings with large groups
- Public presentations
- Righteousness
- Incompetence
- Confrontational situations
- Constant executive type decisions
- Having to respond to someone else's agenda

## Responses to Stress

- Becomes reticent
- Can't function properly
- Tries to focus on work
- Displays their anger
- May blow up to people

dismissing my analysis of a problem

**SOCIALIZING**

**challenging my competence**

NOISE AND small talk

INTERRUPTIONS

**talking with** following

**people who don't** strict

**listen and having** guidelines

**to repeat myself**

TOO MANY EXTRAVERTED ACTIVITIES

**INTTP** BEING IN THE SPOTLIGHT

not finding the logic in

**OTHERS NOT** situations

**UNDERSTANDING MY IDEAS**

mbti.

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# ESTP

## What Causes Stress

- Excessive time spent around serious people
- Forced to make decisions with no control over time
- Overly structured situations
- Lengthy periods of conformity to someone else's schedule

## Responses to Stress

- Rapid talking
- Gets antsy
- Becomes irritable

The graphic is a light gray, cloud-like shape containing text. At the top right is the MBTI logo, which consists of a stylized orange and yellow star above the lowercase letters 'mbti'. The text inside the shape is arranged in a roughly circular pattern. At the top, it says 'challenging my bottom line approach'. Below that is 'INEFFICIENCIES' in bold, followed by 'disregarding ISOLATION my practical realities'. Then 'COMMITMENTS' in bold, followed by 'GOALS NOT required'. Next is 'RESULTING planning FROM EFFORTS routine'. The center features 'ESTP' in large, colorful letters (E is orange, S is green, T is blue, P is yellow), with 'quick decisions' to its right. At the bottom, it says 'DISMISSING MY ANALYSIS OF A PROBLEM'. A small copyright notice is written vertically along the left edge of the shape.

challenging my  
bottom line  
approach  
**INEFFICIENCIES**  
disregarding **ISOLATION**  
my practical realities  
**COMMITMENTS**  
**GOALS NOT** required  
**RESULTING** planning  
**FROM EFFORTS** **routine**  
**ESTP** quick  
decisions  
DISMISSING MY  
ANALYSIS OF A  
PROBLEM

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# ESFP

## What Causes Stress

- Conflict
- Rigid schedules
- Disappointing friends or significant others

## Responses to Stress

- Can get compulsive or scattered
- Becomes pessimistic
- Becomes overly critical of others
- May have memory loss
- Lose appetite

not being appreciated for the daily help I give

**FORCING A DECISION**

**dismissing what I feel** restrained by routine

ANALYSIS PARALYSIS

**too much abstract information** DATA

UNCERTAIN OF MY PURPOSE

**ESFP** financials VIRTUAL TRAINING

**unable to change commitments**

DETAILED PLANS

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# ENFP

## What Causes Stress

- Formal, structured schedules
- Repetitive, mindless work
- Confrontation
- Working alone
- Undemanding situations
- Imposed deadlines
- Decision making
- Long meetings
- Talk without action
- Regulations

## Responses to Stress

- Become obsessive compulsive
- Forgets things
- Gets depressed
- May become rigid
- Become impatient
- Get more disorganized
- Feel guilty
- Become sarcastic

organization at the expense of creativity  
TOO MANY DETAILS  
obligation distrust  
THOUGHTLESSNESS lack of  
RUDENESS enthusiasm  
FORCED TO MICROMANAGING  
MAKE DECISIONS PROCEDURES  
BEFORE READY spreadsheets  
too many projects at once  
**ENFP** LONG TERM PLAN  
MUNDANE TASKS RULES OVER  
over RELATIONSHIPS  
commitment

mbti.

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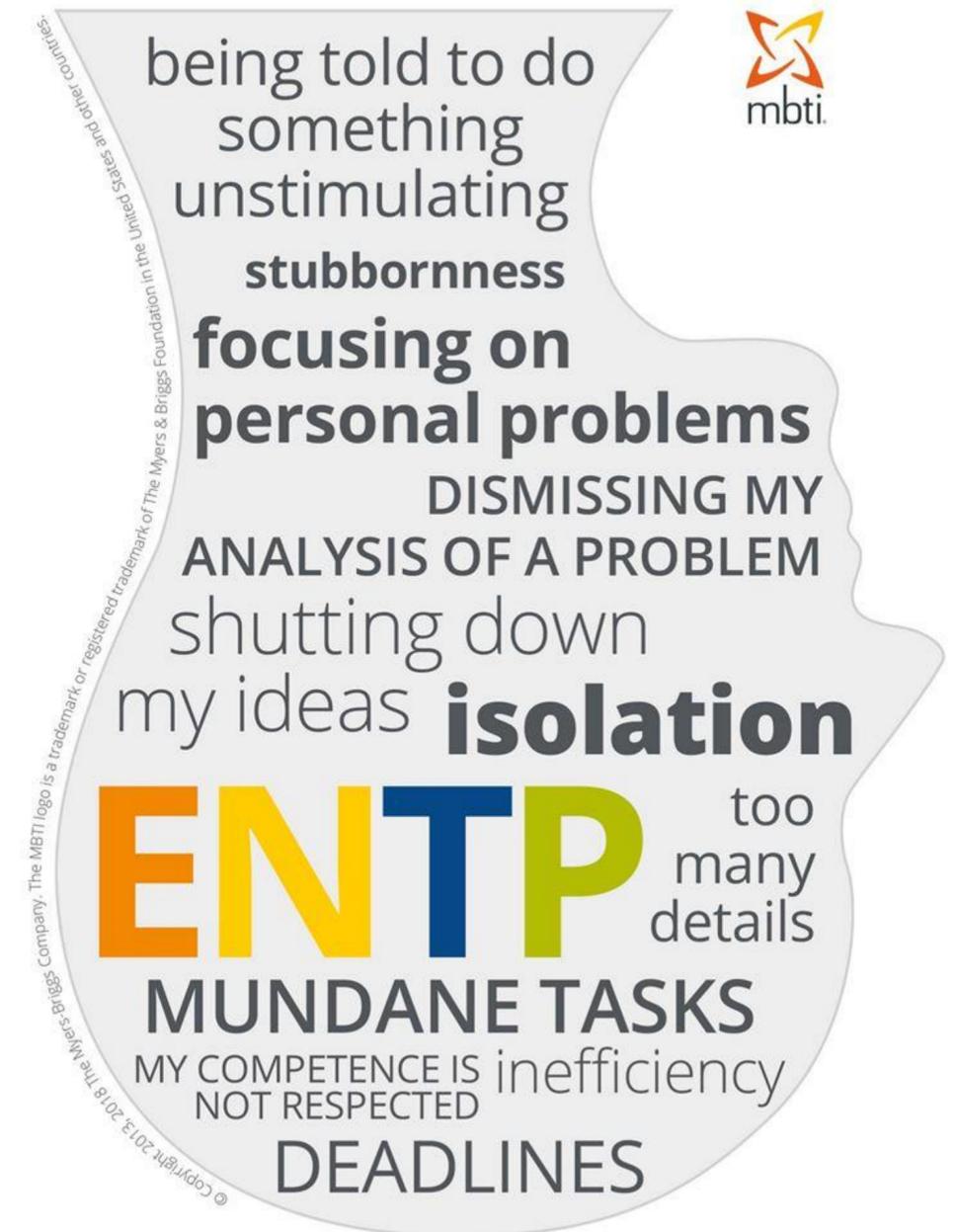
# ENTP

## What Causes Stress

- Too much time alone
- Routine
- Long meetings
- Repetitive details
- Deadlines
- Structured work
- Close supervision
- Spewing of emotions by others

## Responses to Stress

- Become immobilized
- Become frustrated and unfocused
- Get mouthy
- Make more errors
- Get impatient
- Become irritated with others' incompetence
- Self-critical



# ESTJ

## What Causes Stress

- Last minute deadlines
- Surprises
- When people don't follow through
- Unclear communication
- Incompetent people
- Inefficiency
- Coping with illogical situations

## Responses to Stress

- Display extreme emotion
- Very quiet and somber
- Become critical and negative
- Can be assertive
- Need to vent then solve problem
- Ignore people
- Become tense



disregarding my established rules and regulations

UNCERTAINTY

**DISMISSING MY LOGICAL DECISIONS**

working with people who are not organized

INEFFICIENCY indecision

**LACK OF CONTROL**

**ESTJ** constant changes

UNABLE TO COMPLETE COMMITMENTS

challenging my bottom line approach

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# ESFJ

## What Causes Stress

- Lack of knowledgeable leadership
- Slow decision making
- Confrontations
- Breaking rules

## Responses to Stress

- Difficulty thinking clearly or rationally
- Several physical symptoms of stress
- See only the negative possibilities
- Loss of self-esteem



DISREGARDING MY ESTABLISHED RULES AND REGULATIONS

**ISOLATION** lack of emotional support

**unintentionally treating others badly**

DISRUPTING HARMONY

challenges to established procedures

**dismissing how I feel**

**ESFJ** UNCERTAINTY NOT BEING APPRECIATED FOR THE DAILY HELP I GIVE

**regulations**

mbti.

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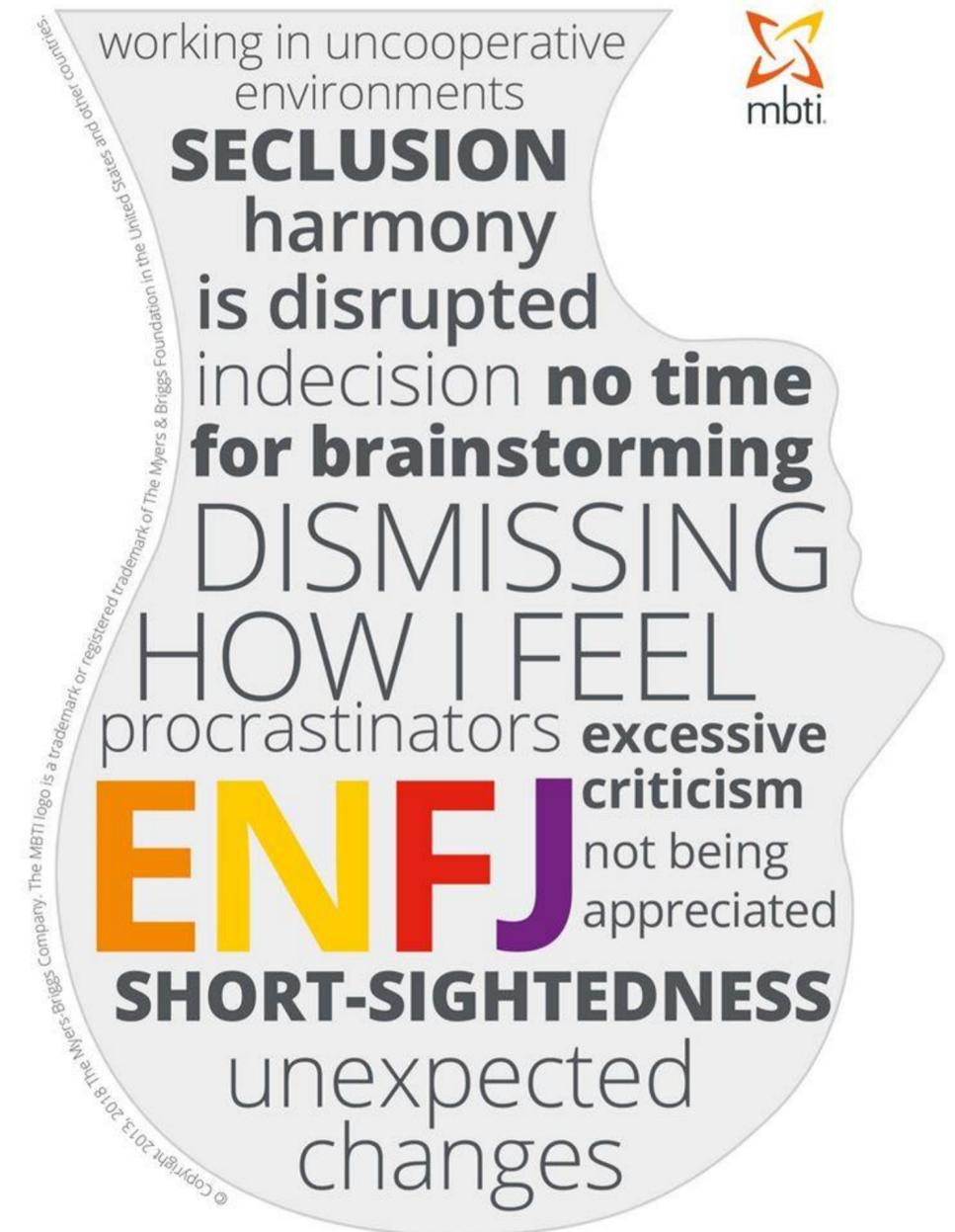
# ENFJ

## What Causes Stress

- Criticism
- Situations where people are misunderstanding each other
- Competitiveness
- People not open to change
- Routine
- Disharmony
- Disorganization
- Sudden change of plans

## Responses to Stress

- Become cranky and short tempered
- Become self-critical
- Become obsessive
- Complain much
- May be sarcastic
- Overlook details
- Become remote
- Become rigid



# ENTJ

## What Causes Stress

- Routine
- Incompetence
- Inefficiency
- Indecision
- Obstacles blocking progress of goal
- Overload of detail
- Ambiguous situations
- Situations that deal with others' feelings
- Rigid, detail oriented and inflexible situations

## Responses to Stress

- Tunnel vision
- Lose control
- Anxiety
- Internalize pressure
- Become short-tempered
- Express feelings with sarcasm
- Can become abrasive



The graphic is a grey, cloud-like shape containing text. At the top right is the MBTI logo (mbti.). The text inside the shape includes: 'misinformation', 'INEFFICIENCY', 'others challenging my competence', 'INDECISIVENESS', 'disregarding my logical decisions', 'LACK OF CONTROL', 'ENTJ' (with 'E' in orange, 'N' in yellow, 'T' in blue, 'J' in purple), 'inability to make decisions', 'OTHERS IGNORING loneliness', 'ESTABLISHED GUIDELINES', 'short-sightedness', and 'DISORGANIZATION'. A copyright notice is written along the left edge of the shape.

**misinformation**  
INEFFICIENCY  
others challenging my competence  
INDECISIVENESS  
**disregarding my logical decisions**  
LACK OF CONTROL  
**ENTJ** inability to make decisions  
OTHERS IGNORING loneliness  
ESTABLISHED GUIDELINES  
**short-sightedness**  
DISORGANIZATION

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# What Next?

- Reflect on Implications of Your Personality Type
- Recognize and Appreciate Differences in Others
- Turn Insights into Actions
  - Acknowledge Strengths
  - Consider Growth Opportunities
  - Seek Input and Advice from Others
  - Remember it Takes All Types

# RESOURCES

- <https://Humanmetrics.com/personality>
- <https://www.themyersbriggs.com>
- <https://PersonalityPage.Com>
- Psychological Types, Carl Jung
- It Takes All Types, Alan Brownsword