INFJ

Sensitive, patient, insightful and hard-working, INFJs think broadly and creatively. Their preferred instinct to put others first and their natural preference for privacy may sometimes cause difficulties for them.

Overriding need to understand the complexity of human relationships

Seen by others as patient, creative, committed, stubborn, dreamy, enigmatic

Sees self as constantly searching for lost perfection

Works best when can contribute decisively to overall policies that will affect people in important ways in the longer-term

Works least well when there are clashes between espoused values and actual behaviour; when freedom is curtailed to act as he or she feels is right; when forced to concentrate on impersonal detail or carry out practical tasks

As team member sees and points out the big picture; committed to group's aims; contributes skills which build bridges between factions in order to get things done

Leads by looking to build consensus through patient one-to-one influencing; persistent in working towards ideal; may ignore necessary practical detail; generous with praise; slow to recognise problem performers

Ideal organisation is ambitious to improve society; dedicated to those impoverished educationally, spiritually or materially; invests in personal growth for staff

Ideal boss provides strong leadership and total trust towards shared ideal; unconditionally admired for both human qualities and professional achievement; supports people wholeheartedly through difficulties

In relationships cuts through superficialities to the inner person. Craves and gives uncrirical devotion and then may suffer disillusionment; wanting to have own way but also wanting to be liked may lead to surprising stubbornness; may resort to convoluted tactics to avoid conflict

Makes mistakes when has to deal with practicalities at the expense of time spent on vision

Decides through private pondering, often seeking and finding unconventional solutions; makes up mind quickly, but may then worry endlessly

Sees change as a difficult balance between long-term gain for the organisation and possible long-term pain for people

Thinks by using frameworks of theories which deepen insight; loves new ideas which offer explanations for glorious human complexity

Communicates thoughtfully through careful listening; may feel reluctant to speak in public, but when does, can present self with sincerity and naturalness

Irritated by gamesmanship; heartiness; pranks, bullying; invasion of privacy; bureaucratic rituals such as form-filling

Irritates by apologising unnecessarily; getting sloppy over details; getting over-emotional; going off on unrealistic tangents; using over-complex language

As a parent aims to combine high quality of love within a framework of understanding and order. Looks for creative solutions to keeping the work/home balance

Relaxation enjoys time with inner circle of long-term friends; likes solitary, gentle leisure pursuits

Under stress insists on taking criticism personally; becomes physically careless and accident-prone;blurts out feelings unwisely; succumbs to eating disorders or substance misuse; obsesses over unimportant detail; suffers loss of self-esteem focusing on appearance

INFJs may become more effective through

- remembering to look for the practical implications of their inspirations
- being alert to the possibility of going off on private tangents
- giving critical feedback sooner rather than later
- accepting criticism of their own performance more objectively; avoiding apologising too soon
- explaining and discussing their ideas more widely with friends and colleagues
- developing the political skills of working in organisations
- being more realistic about shortcomings in self and others
- being more assertive
- accepting that conflict can sometimes be creative
ESTJ

Boldness, courage and drive to efficiency distinguish the ESTJ style. They may need to take care that in their concern to get things done, they do not overlook the need for tact and sensitivity.

**Overriding need** to maintain stability and order

**Seen by others** as hearty, open, direct, bolstorous, sometimes abrasive and confrontational

**Sees self** as simple and straightforward, outspoken

**Works best** when in charge and can ensure that everything runs like clockwork

**Works least well** where there is ambiguity, constant change and no access to reliable data

**As team member** contributes hard work; eagle eye for waste; concern for deadlines and practical details; ability to set up and implement systems

**Leads by** confident down to earth approach with emphasis on respect for seniority; and proper systems which allow for careful planning and prioritising. Sets clear, measurable targets, especially in financial area. May over-supervise on details and overlook the need to consult and involve staff

**Ideal organisation** respected long-term presence; has clear hierarchy, rewards loyalty and offers whole career; preserves and observes its traditions

**Ideal boss** behaves with dignity, treats the ESTJ with respect for his or her experience and position; makes expectations clear; prepared to fraternise occasionally; acknowledges the ESTJ’s commitment and hard work

**In relationships** gives and expects straightforward, lasting loyalty; feels actions speak louder than flowery gestures. Likes to be in charge - can get dogmatic if challenged. Puzzled by too much psychological subtlety and may not notice when the other person’s needs have changed

**Makes mistakes** when acts on the assumption that he or she always knows best

**Decides** crisply on the basis of analysing known facts. Can absorb the high level of detail needed to anticipate every practical eventuality. May seem harsh and uncompromising if ignores impact of decisions on people

**Sees change** as best managed through fine-tuning - ‘if it isn’t broken, don’t fix it’

**Thinks** by trusting the accumulated wisdom of hard experience and sensible rules

**Communicates** by relying on the proper channels; may instruct rather than inspire and tend to be long-winded. Enjoys the bonhormie of socialising

**Irritated by** sloppiness; breaking sensible rules; being challenged by younger, more junior people; ideas which seem impractical; people who go off on tangents

**Irritates by** clumsiness with people; being over-hearty; seeming inflexible, losing sight of the big picture by over-emphasising the details; clinging to the past

**As a parent** is earnest and dedicated; likes to ensure that there is a proper framework through which children can learn to become decent adults

**Relaxation** may sometimes forget how to relax but when does relax, likes to be the organiser, loves games and high energy activity

**Under stress** can become stubborn, loud and angry; gets petty about rules; suddenly lets go and breaks all his or her own rules; retreats into silence and despair

**ESTJs may become more effective through**

- exploring and owning up to their own tender and vulnerable side
- improving listening skills; working on the temptation to interrupt people or talk them down
- being more gentle with people
- not making plans sometimes - just going with the flow and seeing what happens
- giving up the attempt to control everything
- being open to the pleasant surprises that may come through letting others do things their way
- increasing their tolerance for the creative, even if it does not seem to have immediate practical relevance
- accepting that it’s not necessarily a disaster if rules are broken
- developing their ability to look beyond the short to the longer-term