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What Is the MBTI®?

This booklet is designed to help you understand your results on the *Myers-Briggs Type Indicator®* (MBTI®) personality inventory and their applications in organizational settings. The MBTI provides a useful method for understanding people by looking at eight personality preferences that everyone uses at different times. These eight preferences are organized into four opposite pairs. When you take the Indicator, the four preferences (one from each pair you identify as being most like you) are combined into what is called a *type*.

The four pairs of preferences, or dichotomies, describe four activities:

- Energizing—how a person is energized, either Extraversion (**E**) or Introversion (**I**)
- Perceiving—what a person pays attention to, either Sensing (**S**) or Intuition (**N**)
- Deciding—how a person decides, either Thinking (**T**) or Feeling (**F**)
- Living—the lifestyle a person adopts, either Judging (**J**) or Perceiving (**P**)

Some characteristics of each preference are presented in the table below.

Some Characteristics of Each of the Four Dichotomies

Energizing	**Extraversion (E)**	**Introversion (I)**
	Preference for drawing energy from the outside world of people, activities, and things	Preference for drawing energy from one's internal world of ideas, emotions, and impressions
Perceiving	**Sensing (S)**	**Intuition (N)***
	Preference for taking in information through the five senses and noticing what is actual	Preference for taking in information through a "sixth sense" and noting what might be
Deciding	**Thinking (T)**	**Feeling (F)**
	Preference for organizing and structuring information to decide in a logical, objective way	Preference for organizing and structuring information to decide in a personal, values-oriented way
Living	**Judging (J)**	**Perceiving (P)**
	Preference for living a planned and organized life	Preference for living a spontaneous and flexible life

* To avoid duplication and confusion, the letter "N" is used for Intuition because the letter "I" signifies Introversion.

ISTJ Introverted Sensing with Thinking

ISTJs are thorough, exacting, systematic, hardworking, and careful with detail. They enjoy working within organizations to improve procedures and processes, remaining loyal through both good and bad times.

Contributions to the Organization

- Get things done steadily and on schedule
- Concentrate on details and are careful about managing them
- Have things at the right place at the right time
- Can be counted on to honor commitments and follow through
- Work within organizational structure comfortably

Order of Preferences*

1. Sensing
2. Thinking
3. Feeling
4. Intuition

* See pages 26–29 for further explanation.

Leadership Style

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

Preferred Learning Style

- Presented in a concrete and sequential style
- Practical with applications that are useful now

Problem-Solving Approach

- Want to be thoroughly grounded in the facts (S) analyzed in a logical framework (T)
- May need to consider the impact on people (F) and search for more possibilities and other meanings (N) for optimal results

Preferred Work Environments

- Contain realistic, hardworking people focused on facts and results
- Provide long-term security
- Reward a steady pace and those who meet deadlines
- Utilize structure with systematic methods
- Are task-oriented and firm-minded
- Offer quiet and orderly settings
- Allow privacy for uninterrupted work

Potential Pitfalls

- May overlook the long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways and perceived as inflexible and less open to innovation
- May expect others to provide the same level of detail and conform to same operating procedures

Suggestions for Development

- May need to pay attention to wider, future ramifications of problems in addition to present realities
- May need to consider the human element and communicate deserved appreciation
- May need to try fresh alternatives to avoid ruts
- May need to develop patience for those who communicate differently or who bypass standard operating procedures