

/// I Should Have Learned To Play The Piano!

Are you feeling tired and inadequate in your current position? Hate to get out of bed in the morning and go in to work? Do you spend a lot of time on Monster.com trying to find something that sounds more fun or rewarding to do? It may not be the job, or the company at all – it may be a mismatch between your personality type and your occupation! However, before we start talking about whether you need to take piano lessons or combat training, let's get clear on what is meant by personality type.

Perhaps you have taken the *Myers-Briggs Type Indicator* (MBTI) some time in your past and you can vaguely remember that you were given some four letter code that was supposed to explain you and how you interact with co-workers and family. Depending on how well it was all explained, you may have come away with some useful, vital information; or a feeling of frustration and disenchantment based on the fact that they perhaps labeled you an extrovert and yet you have never been the life of any party. Well, here are a few things to remember:

1. The MBTI is a theory. Yes, it has a lot of research behind it now and has been expanded since Carl Jung first proposed it, but it is still called "type theory".
2. Based on the theory, there are four preferences, and 16 personality types based on those preferences.
3. The preference you choose can be dictated by many variables such as age, whether you are focusing on work or family, how you think you should respond, or even who you believe will see the results. (Concerning the last variable, **no one other than the person using the MBTI should ever see the results of the Indicator**. They may determine to share all or parts of the results, but that is a personal decision.)
4. You are the only person who will know if the theory holds true for you!
5. All of us are capable of imitating any or all of the preferences, but it takes more energy and is less comfortable than our true preference and could leave us feeling tired and inadequate.
6. There is a difference between a personality TYPE and a personality TRAIT. A personality trait is generally measured on a continuum and we are usually judged as either having more or a trait, or less of a trait, which, depending on the situation can make us a winner or a loser. An example would be the personality trait of being social. If applying for a sales position it would probably be seen as a plus to be considered more outgoing (social) since there is so much people interaction in that position. On the other hand, personality type says there are two opposite preferences, both of which are equally wonderful, and the MBTI attempts to determine which of those categories is more appealing to each person. The scale used on an MBTI only reveals how clearly you prefer that personality type.

Let's start by talking about the four preferences. Please bear in mind that this is not intended to be a study on Personality Type Theory, but more of a quick refresher in order to get us into the discussion of you and your career. The theory contends that each of us have a psychological preference which falls into one category or the other of four pairs of preferences. As you read through the following, jot down which preference in each category most accurately reflects you.

1. The first preference is for how you get your mental energy – Extraversion or Introversion
Extraverted energy comes from outside sources – objects and people in the environment. Persons have and Extraversion Personality **Type**, and who derive their energy from external sources sometimes develop the personality **traits** of extraversion; action oriented, impulsiveness, sociability, etc. but not necessarily. An Introverted preference gets their energy from inside – their experiences, their reflections, etc.

2. The next preference is for how you like to gather information – Sensing or Intuition
Sensing refers to gathering information on what your senses tell you – what is real, right now, in the moment as well as memory. Intuition, on the other hand, gathers information from your unconscious based on former knowledge as well as the theoretical – sometimes called ‘gut feel’, or hunches.
3. The third preference is about how you appraise and evaluate information and make decisions – Thinking or Feeling
A Thinking preference bases decisions on analysis, objectivity and a concern with justice. A Feeling preference makes decisions based on an understanding of personal and group values and feelings. The Feeling preference includes a more people-based, subjective rationale.
4. The final preference is determined by how you deal with the outside world and the input provided – Judging or Perceiving
A person with a judging attitude is usually concerned with closure, making decisions, planning and organizing – almost a ‘cut to the chase’ mentality. Perceiving personality types like to gather as much information as possible before making a decision so as to not miss anything important.

Here’s a little more information that may help you decide your preference:

Source of Mental Energy:	
Extraversion: Social, energetic, active, hands-on learning preferred,	Introversion: Likes written information, quiet, calm, good listener
How You Like to Gather Information:	
Sensing: Focuses on facts, practical, realistic, likes to verify information	Intuiting: Imaginative, likes brain teasers, theoretical, likes new ideas
How You Appraise and Evaluate Info:	
Thinking: Prefers logic, critical, asks questions, wants fairness	Feeling: Empathetic, a ‘people’ person, seeks harmony, tolerant
How You Deal With the Outside World:	
Judging: Systematic, organized, prefers structure, acts quickly	Perceiving: Casual, open, enjoys variety, spontaneous, loves data

So, a preference for “E”, and “F”, shows that you may have a preference for friendly coworkers who are good at mutual support. “E’s” also appreciate a strong, supportive management style with an emphasis on good planning and getting the job done. “S” and “J” on the other hand, seem to prefer a clearly defined set of rules for all employees in order to maintain control in the work place, while an “N” preference is looking for variety in their careers and can embrace change.

Your preferences from the four categories mentioned above make up your Psychological Type – one of the 16 possible four letter types shown in the table below. See if the preference you chose earlier is reflected accurately in the chart.

ISTJ Value tradition Good follow through Practical Dislike the abstract “Just the Facts” Logical Dislike Change	ISFJ Value tradition Dislike conflict Considerate Service oriented Hands-on learners Observant Data Gatherers	INFJ Visionary Dislike details Intuitive High principles Natural leaders Idealistic Reserved	INTJ Big picture people Loves complexity Easily bored Reserved Original Natural leaders Creative
ISTP Results oriented Want action Dislike Abstract Problem solver	ISFP Live for the Now Original Individual Dislike routine	INFP Laid back Original Growth oriented Loyal	INTP Creative Have high standards Dislike detail Independent

Easy going Independent Logical	Trusting Hands-on learners Loyal	Original Sensitive Lone wolf	Value knowledge Analyze Love theory & abstract
ESTP Show-offs Social Don't make plans Instant gratification Energetic Adaptable Dislike the abstract	ESFP Practical Realistic Good 'people' person Dislike theory Hate routines Warm Fun	ENFP Good communicator Service oriented Cooperative Capable Intuitive Logical Natural Leader	ENTP Lively Value knowledge Problem solver Loves debate Flexible Capable Creative
ESTJ Natural Leaders Driven Good Organizational Skills Dependable Loyal Straight forward	ESFJ Dislike theory Practical Organized Loyal Approval seeking Social Cooperative	ENFJ Sensitive Great organizer Loyal Honest Enjoys challenges Value feelings Creative	ENTJ Values knowledge Impatient Self-confident Natural leader Likes structure Skillful communicator Decisive

In order to validate the research (this is for all you Thinking and Perceiving types out there), a survey was administered to a sample of adults, 18 years and older, in the United States, yielding a sample size of 3,200 respondents. Of the sample, 49.1% were males and 50.9% females. The following table shows the distribution of Types and Preferences from the National Representative Sample.

ISTJ Male: 16.4% Female: 6.9%	ISFJ Male: 8.1% Female: 19.4%	INFJ Male: 1.3% Female: 1.6%	INTJ Male: 3.3% Female: 0.8%
ISTP Male: 8.5% Female: 2.4%	ISFP Male: 7.6% Female: 9.9%	INFP Male: 4.1% Female: 4.6%	INTP Male: 4.8% Female: 1.8%
ESTP Male: 5.6% Female: 3.0%	ESFP Male: 6.9% Female: 10.1%	ENFP Male: 6.4% Female: 9.7%	ENTP Male: 4.0% Female: 2.4%
ESTJ Male: 11.2% Female: 6.3%	ESFJ Male: 7.5% Female: 16.9%	ENFJ Male: 1.6% Female: 3.3%	ENTJ Male: 2.7% Female: 0.9%

*Source: National Representative Sample

Here are a couple of thoughts that the results above generated:

- Highest number of males fall into the ISTJ category – these are the people who value tradition, loyalty, independence, have a great respect for facts and concrete information, dislike change and can easily become ‘workaholics’. The “do what you have to do” group.

- Second highest number of males are ESTJ's – people who like to be in charge, have very little patience for incompetency, are very thorough and seem driven to fulfill what they see as their duty. This is the warden or protector group.
- Of the females, 19.4% are ISFJ's – highly observant about people and their feelings and reactions, excellent memory for important details, value security and tradition, take their responsibilities seriously, and can also easily become workaholics. ISFJ's can be the care givers of our work force.
- Close behind the ISFJ's for the female population are the ESFJ's – good team players, enjoys variety, very organized and loyal, and receive the most satisfaction from giving to others. ESFJ's are also care givers and nurturers.

Now that the overview is complete, let's start talking about careers. There have been many studies completed concerning personality types and careers, but I believe the summary of the studies of job satisfaction reported in the Career Report Manual (Hammer & Macdaid 1992a) by Hammer (1996a) summarized most of the finding fairly succinctly. "Studies of person-environment fit.....suggest that those who are dissatisfied in an occupation tend to be those types who are opposite from the modal type in the occupation".

So, what causes satisfaction or dissatisfaction in our jobs? Are the things that give us satisfaction based on our personality type? Is there a real delineation between what satisfies/dissatisfies an INFP compared to an ESTJ? The National Representative Sample also asked those questions, and, according to the survey respondents, only a few items stand out. For instance:

- Every type except ENTJ listed 'promotions' as the #1 Dissatisfier – they did not list any Dissatisfier at all. You may remember that ENTJ types are Extroverted Thinkers, who internalize Intuition. Sometimes they may ignore things they don't believe they can do anything about.
- Only 5 types out of the 16, with zero "IN" or "IS" types, had any Satisfiers listed. However, by far the most Satisfiers were listed by Extroverted Thinkers and Feelers. Remember that ENFJ's value feelings, and ENTJ are great communicators.
- ISFJ, INFP and ESTP all listed 'stress' as a major Dissatisfier. All three of these types Extrovert their dominant function (Extroverted Feeling, Extroverted Intuition, and Extroverted Sensing) – maybe they just don't mind us knowing.
- ISFP, ESFP, INTJ, and INTP all listed 'job security' as a major Dissatisfier, while ENFJ and ENTJ listed 'job security' as a major Satisfier
- ESFJ and ENFJ listed 'Societal Contributions' as a major source of Satisfaction
- One interesting fact for this author was that the two categories that make up two of the three smallest segments of the sample, ENFJ and ENTJ listed the most Satisfiers

Okay, so we have statistics on how the National Sample breaks down between the 16 Personality Types and between male and female, and we know what those 3,200 people shared about Satisfiers and Dissatisfiers in the work environment, let's talk about what kind of job this theory says might work for each type.

First, let's talk a little more data. In some of the ongoing research being conducted around Personality Type and careers, there have been several based on the database maintained by the Center for Applications of Psychological Type. When a coach administers the MBTI to a group, they have the option of feeding back some non-biographical data to CAPT; things like job title and Personality Type. So this is a large data base from which you can draw data for research. If we assess careers and Personality Types, we would expect to find the highest percentage of people in the Personality Type that matches that career. The CAPT database does, in fact, seem to validate the idea that common Personality Types will choose similar careers. For

instance, in a study of Human Resources Personnel, the largest percentages were found in the ESTJ and ENTJ Personality Types; and, in a study of Management Analysts and Consultants, the highest percentages were in the ENTJ and ENTP Personality Types.

The following table lists a few of the more common jobs that could match each Personality Type. Check it out to see if you're job fits in the Personality Type you selected above, or, if not, what Personality Type might match your job.

ISTJ Business Executive Managers Judge Mechanical Engineer Industrial Engineer Computer Programmer Statistician Doctor/Dentist Tech Writer Military Leader	ISFJ Health Care Admin Secretary Social Worker Nurse Office Manager Education Admin Computer Operator Counselor Clergy Bookkeepers	INFJ Teacher Doctor Coach Human Resource Mgr. Customer Rep Corporate trainer Educational Software Health Care Admin Interpreter/translator Marketer	INTJ Scientist Financial analyst Engineer Mathematician Military Leader Software Developer Professor LAN Administrator Lawyer Computer Programmer
ISTP Engineer Corporate Exec. Entrepreneur Computer Programmer Mgt. Consultant Logistics Mgr. Info Systems Military Officer Police Product Safety Eng.	ISFP Clerical Supervisor Commercial Pilot Teacher Designer Psychologist Child Care Worker Public Relations Translator/interpreter Chef Administrator	INFP Team Bldg. Consultant Teacher Psychiatrist Customer Relations Physical Therapist EAP Counselor Social Worker Writer Health Technician HR Recruiter	INTP University Professors Consultant Corporate Attorney Inventor Systems Analyst Webmaster Biomedical Engineer Entrepreneur Strategic Planner Scientist
ESTP Marketing Sales Rep Lab Technologist Civil Engineer Computer Support Budget Analyst Product Safety Eng. Technical Teacher Entrepreneur Flight Engineer	ESFP Nursing Instructor Sales Rep Consultant Psychologist Receptionist Secretary Team Trainer Pharmacy Tech Insurance Agent PR Specialist	ENFP Advertising Exec Computer Programmer Graphics Designer HR Manager Inventor Counselor Scientist Personnel Recruiter Politician Research Assistant	ENTP Aeronautical Eng. Mgt. Consultant Lawyer Marketing Research Sales Rep Property Manager Security Analyst Technical Trainer Outplacement Financial Planner
ESTJ Military Leader Judge Project Manager Business Manager School Admin Purchasing Agent Logistics Mgr. Human Resources Computer Analyst Internal Auditor	ESFJ Accountant Office Manager Bookkeeper Customer Service Mgr. Food Service Mgr. Health Care Admin Mgmt. Consultant EAP Counselor Nurse PR Specialist	ENFJ Sales Manager Facilitator Small Bs. Exec. HR Recruiter Mgmt. Consultant Therapist Personnel Recruiter Project Manager Coach Content Editor	ENTJ CEO HR Manager Sales Manager Mgt. Consultant Treasurer/CFO Chemical Engineer Accountant Labor Relations Mgr. Environ. Engineer Advertising Mgr.

So, how did you fit? Are you a square peg in a round hole? Or, are you already where you want to be, doing what you want to do? However, before you run off to find a piano teacher, or a military service recruiter, remember #3 from the first page of this paper “The preference you choose can be dictated by many variables such as age, whether you are focusing on work or family, how you think you should respond, or even who you

believe will see the results.” **But, if you are waking up tired and hate your job, you might try to find a really good INFP, ENFP or ENFJ (Personnel Recruiters) to help.**

Sandy Miller

Executive Partner & President

X-Stream Leadership Group LLC[®]

www.x-slg.com

484-941-3943

A Service-Disabled Veteran-Owned Small Business