

MBTI & Workgroups—Strengths and Challenges of Temperaments and Types

The Temperaments...

The Idealist--NF

STRENGTHS	CHALLENGES
Is in tune with the growth needs of an organization	Needs approval
Makes decisions by participation	Irritated by impersonal treatment, criticism, lack of positive feedback
Has a personal and insightful style	Irritates others by emotional and moralistic stands, creating dependencies
Gets over extended—how does this affect worker's morale?	Sweeps problems under the rug
Is focused on what's most important to people	Plays favorites
Believes the organization's role is to develop people's talents	Needs recognition
Sees people potential as the organization's strength	

The Rationalist--NT

STRENGTHS	CHALLENGES
Recognizes and appreciates the mission and system of the organization	Irritated by redundancy, stupid errors, illogical actions
Builds conceptual frameworks	Irritates others by being skeptical, splitting hairs, hurting feelings, etc.
Develops prototypes, pilots, models	Takes people for granted
Believes organization must adhere to its mission	Escalates performance standards
Believes organizations need growth and development—focused on moving forward	Annoyed by personal concerns

The Guardians--SJ

STRENGTHS	CHALLENGES
Appreciates employees who value accuracy	Has difficulty coping with unmet deadlines
Is cautious and thorough	Is annoyed by neglect of standard operating procedures

Appreciates commendation for loyalty and responsibility	Is frequently viewed as rigid and inflexible and industriousness
Likes positive feedback, though not likely to show pleasure in receiving it	

The Artisans--SP

STRENGTHS	CHALLENGES
Appreciates recognition of cleverness, flexibility	Finds strict directions annoying and timing
Dislikes use of standard operating procedures	
Desires commendation for adaptation, boldness, and flair	
Acknowledges that process is as important as task	

The Types

ISTJ

STRENGTHS	CHALLENGES
Practical, sensible, and realistic	Rigid, detached, premature judgments of others
Systematic	Don't consider impact on people
Logical and analytical	Fail to respond to other's needs for connection and intimacy
Reasonable	

ISFJ

STRENGTHS	CHALLENGES
Practical and Realistic	Feel unappreciated, resentful--complain a lot
Concrete and specific	Find it difficult to assert their needs
Kind and sensitive	Be overly focused on immediate impacts of decisions
Cooperative and thoughtful of others	

ESTP

STRENGTHS	CHALLENGES
Observant	Getting caught up in meeting deadlines

Active, involved in immediate experience	External activities
Analytical, rational problem solvers	May forget dates and events that have special meanings to others
Practical and realistic	Have trouble accepting structure
Focus entirely on excitement and activity	May be insensitive of the impact of their actions on others
Straightforward and assertive	Put enjoying life ahead of important obligations

INTJ

STRENGTHS	CHALLENGES
Insightful, creative synthesizers	Become aloof and abrupt, not giving enough information about their
Conceptual, long-range thinkers	Because of preference for internal processing
Clear and concise	Are critical of those who do not see their vision quickly
Rational, detached and objectively critical	Become single-minded and unyielding in pursuing it

ESFP

STRENGTHS	CHALLENGES
Observant	Become distracted and overly impulsive
Practical, realistic, and specific	Have trouble meeting and accepting deadlines
Active, involved in immediate experiences	Put enjoyment ahead of obligations
Generous, optimistic, and persuasive	Fail to look at long-term consequences, acting on immediate needs of themselves and others
Warm, sympathetic and tactful	Avoid complex or ambiguous situations and people
	Over personalize others' actions and decisions

INFJ

STRENGTHS	CHALLENGES
Insightful, creative and visionary	Base their judgments on little data, on a sense knowing that has little basis in reality
Conceptual, symbolic and metaphorical	withdraw their energy and insight
Idealistic, complex and deep	Become resentful and critical
Sensitive, compassionate and empathic	Do not give others the information they used to arrive at a decision and thus seem arbitrary
Deeply committed to their values	

ENTP

STRENGTHS	CHALLENGES
Creative, imaginative, and clever	become brash, rude and abrasive
Theoretical, conceptual and curious	criticize others, especially those who seem to them to be inefficient or incompetent
Analytical, logical, rational, and objective	Become rebellious and combative
Assertive and questioning	Become scattered, unable to focus

ENFP

STRENGTHS	CHALLENGES
Curious, creative and imaginative	Become scattered, have trouble focusing, become easily distracted
Energetic, enthusiastic and spontaneous	Fail to follow through on decisions
Cooperative and supportive	Ignore deadlines and procedures
Warm, friendly and caring	Become rebellious, excessively non-conforming

ISTP

STRENGTHS	CHALLENGES
Detached and objective critics	Become negative and cynical critics
Analytical and logical problem solvers	Withdraw their attention and energy
Practical and realistic	Postpone their decisions
Factual and pragmatic	Overlook other's emotional needs and values

INTP

STRENGTHS	CHALLENGES
Logical, analytical and objectively	Can be sarcastic and destructively critical
Detached and contemplative	Isolate themselves

ISFP

STRENGTHS	CHALLENGES
Trusting, kind, and considerate	Withdraw from people and situations
Sensitive and gentle	Can be excessively self-critical
Observant	Passively resist structures and rules
Realistic, practical, concrete and factual	Feel unappreciated and undervalued

INFP

STRENGTHS	CHALLENGES
Sensitive, concerned, and caring	Have uncharacteristic difficulty expressing themselves verbally
Idealistic and loyal to their ideas	Withdraw from people and situations
Curious and creative	Do not give enough information to others, especially about important values
Have long-range vision	

ESFJ

STRENGTHS	CHALLENGES
Warm, sympathetic, and helpful	Doubt themselves and focus their attention entirely on satisfying the needs of others
Personable, cooperative, and tactful	Feel guilty
Decisive, thorough, and consistent	Become controlling in their push for harmony "we will all get along"
Practical, realistic and down-to-earth	Become overly sensitive, imagining slights where none was intended

ENFJ

STRENGTHS	CHALLENGES
Warm, compassionate, and supportive	Feel guilty, worry and doubt themselves

Loyal and trustworthy	Become insistent and controlling in their desire for harmony
Imaginative and creative	Can be overly sensitive to criticism, real or imagined
Like variety and new challenges	

ENTJ

STRENGTHS	CHALLENGES
Decisive, clear and assertive	Become overly impersonal and critical
Analytical, logical, and objectively critical	Can be intrusive and directive--giving orders without listening
Conceptual and global thinkers	Become abrasive and verbally aggressive
Innovative theorizers and planners	

ESTJ

STRENGTHS	CHALLENGES
Decisive, clear and assertive	Become rigid and dogmatic
Practical, realistic, and matter-of-fact	Can be intrusive "know-it-all" experts, overpowering others and refusing to listen
Systematic and pragmatic	Get picky about details and be impatient with those who do not follow procedures exactly
Logical, analytical and objectively critical	