

A Cheat-Sheet on the Myers-Briggs' Personality Types

Based upon David Keirsey's

Please Understand Me II: Temperament, Character, Intelligence

David Keirsey's book is the bible on this topic and includes a plethora of information on ways to look at this topic. This sheet extracts a few of these.

Jerry Weinberg says in *Quality Software Management, Volume 3: Congruent Action* that "The real leverage for a manager is in managing emotions, because from what I've observed, most people and organizations spend only ten percent of their time and energy on rational problem solving. The rest goes to physical maintenance and emotional matters. If emotional matters take fifty percent of their time and energy, then a ten percent reduction leads to a fifty percent improvement in the time and energy for rational stuff. A ten percent increase in time spent on emotional matters leads to a fifty percent reduction in time spent on rational matters." (p. 95)

Myers-Brigg Personality Types

The 16 Myers-Brigg types:

Four SPs [Artisans]:	Four SJs [Guardians]:
ESTP [Promoter]	ESTJ [Supervisor]
ISTP [Crafter]	ISTJ [Inspector]
ESFP [Performer]	ESFJ [Provider]
ISFP [Composer]	ISFJ [Protector]

Four NFs [Idealists]:	Four NTs [Rationals]:
ENFJ [Teacher]	ENTJ [Fieldmarshal]
INFJ [Counselor]	INTJ [Mastermind]
ENFP [Champion]	ENTP [Inventor]
INFP [Healer]	INTP [Architect]

The original words (from Jung) for each letter:

E = Extraverted	Or	I = Introverted
S = Sensory	Or	N = Intuitive
T = Thinking	Or	F = Feeling
J = Judging	Or	P = Perceiving

What Myers' actually meant:

E = Expressive	Or	I = Reserved
S = Observant	Or	N = Introspective
T = Tough-minded	Or	F = Friendly
J = Scheduling	Or	P = Probing

David Keirsey states that "Myers presented all of her types as effective people... It is the social context that determines which kind of personality will be more effective" (p. 13)

The Four Temperaments

David Keirsey also notes that since Plato (ca. 340 B.C.) writers have identified four basic temperaments. These four types are based upon the combinations of two dimensions of observable actions:

- 1) *Abstract* versus *Concrete* word usage.
- 2) *Cooperative* versus *Utilitarian* tool usage.
 - a) “*Cooperators* try to get what they want by getting along with others” (p. 28)
 - b) “*Utilitarians* tend to go after what they want in the most effective ways possible, and they choose tools that promise success with minimum cost and effort – whether or not they observe the social rules” (p. 28)

The Myers-Brigg types fit into this scheme as follows:

		Words	
		Abstract	Concrete
Tools	Cooperative	NFs [Idealists]: ENFJ [Teacher] INFJ [Counselor] ENFP [Champion] INFP [Healer]	SJs [Guardians]: ESTJ [Supervisor] ISTJ [Inspector] ESFJ [Provider] ISFJ [Protector]
	Utilitarian	NTs [Rationals]: ENTJ [Fieldmarshal] INTJ [Mastermind] ENTP [Inventor] INTP [Architect]	SPs [Artisans]: ESTP [Promoter] ISTP [Crafter] ESFP [Performer] ISFP [Composer]

Self-Image

Different types base their self-image on entirely different things:

SELF-IMAGE	Artisans	Guardians	Idealists	Rationals
Self-Esteem:	Artistic	Dependable	Empathic	Ingenious
Self-Respect:	Audacious	Beneficent	Benevolent	Autonomous
Self-Confidence:	Adaptable	Respectable	Authentic	Resolute

Additional Information

See <http://www.oise.utoronto.ca/~cengel/coop/mbcareer.htm> for more information on different types.