

THE SIXTEEN PERSONALITY TYPES

Most Jungian personality tests classify people into sixteen groups. These groups are called 'personality types' and are represented by the sixteen possible combinations of the eight available preferences.

There is an enormous literature (much of it on the Internet) concerned with the personality characteristics and supposed behaviours of these sixteen 'types'. Particularly good descriptions in the literature are found in Keirsey and Bates' *Please Understand Me* and Otto Kroeger's *Type Talk*.

One should take all this with a couple of grains of salt, though. After all, the sixteen types are theoretical abstractions and inevitably, stereotypical ones. They simplify reality and no individual ever fits a typological description with 100% accuracy. So, when you know 'your' type, you will have to decide for yourself how much of the accompanying description really suits you.

Remember, too, that while sixteen combinations of letters are possible if you have four scales, this does not mean that there really are exactly sixteen equally important, equally valid and equally interesting types of people in the world. There could be many more. Many other authors have argued for the presence and importance of personality characteristics not included below.

Then again, it is clear that some typologies are much rarer than others: INFJs, for example, represent only a very small percentage of the population, as against ESTJs or ENFPs. More than this, in my experience. While some combinations of letters seem to represent clear and distinct personality combinations (for example, the striking similarities of so many ISTJs, ENFPs and ESTJs, as discussed earlier), other combinations of letters are much less clear in their representations of unitary and distinguishable groups of people, for example, the ISFJs and ISFPs.

So, read the typological descriptions below with some caution and a sense of humour, not as an unalterable description of how **you** necessarily are or should be. Even if you are a judging type!

Each of the type descriptions below contains the following elements.

A **name** that summarises some of the characteristics of the type.

A **brief description** of the 'typical' personality and behaviours of people with this typology, in general life, at work and when socialising.

Some **possible examples** (from real life or in the media) of people or characters who seem to have the typology in question.

Some **occupations** that seem to be preferred by the type, drawn largely from my own experience, but with some references to other authors.

Motto(s) for the type.

A **prayer** for those with the typology (usually one that's badly needed but has little chance of success).

Some **favourite** restaurants or dishes for the typology, based largely on my own experiences with people of different types, rather than any logical plan.

A **horror meal** (or so), that someone of this type would avoid like the plague.

The usual (psychological) **Achilles heel** of those with the typology, that is, the personality preferences that this typology is **least** able to use. Note that when we are under stress, we often try to use our least-preferred attitudes and function and often make fools of ourselves so trying.

An '**outer**'. A phrase designed to so annoy or frighten someone with a particular typology that, if it is said to them in a social gathering, they will immediately leave the room.

A **celebrity chef** who appears to have the typology, where available. A career as a celebrity chef clearly doesn't seem to attract some typologies. But if you know of a good example of a celebrity chef with a particular typology where I haven't found one, please write in!

If any of the descriptions below are inadvertently borrowed from other authors, I do apologise and will make acknowledgements if made aware of this.

ISTJ

THE ACCOUNTANT

An introvert, preferring sensing, thinking and foreclosure. Usually relying most of all on personally stored data, but often using thinking-judging when dealing with the outer world.

ISTJs are often considered the most precise, careful and reliable of all the types. Their intra-group resemblance is very strong. Typically, they keep the books balanced and make sure all the Is are dotted and all the Ts crossed. Some other typologies (especially intuitives) claim that ISTJs lack the imagination to break the rules.

Every work group needs an ISTJ, to keep their feet on the ground and to make sure that at least some attention is paid to tradition, standard procedures and the rule book. They are often said to be at their best in times of stability rather than change. Often wonderful users of data, they may also be unable to see beyond the data.

ISTJs are rather rare in social life. Thus, of over 30% of Australian accounting students who had an ISTJ typology when at work, only about 10% retained the typology when socialising. Some 'work ISTJs' actually took on every other possible personality configuration in their social life. 'Social life' ISTJs are often found keeping the score at sport, keeping the books in social clubs and organising Christmas and other traditional social events with quiet determination.

Possible Examples. Sam Gamgee: John Howard: John Bannon: Martin in *Frazier*.

Common Occupations. Accounting: middle-level management: the armed forces: dentists, police supervisors.

Mottoes. Rock of ages: statue of liberty **Or** Slow and careful does it.

Prayer. God, help me to break a rule tomorrow. And let's make that standard procedure on the same day of every month from now on.

Favourite(s). A traditional roast, with vegetables and gravy. Running things behind the scenes at McDonalds.

Horror meal. Large nut, grated carrot and strange herb salad.

Achilles Heel. Extraverted intuition. Being a visionary in the outer world.

Outer. Just ignore all your silly data and tell me your vision in a few words.

Or But simply, what is the meaning of life?

Celebrity Chefs. Delia Smith. Mahadhur Jaffrey.

ISTP

THE QUIET DEALER

An introvert, preferring sensing, thinking and keeping things open. Usually relying most of all on introverted thinking, but perhaps using sensing in the outer world.

ISTPs, like ESTPs, are often said to be great negotiators. They seem open and un-dogmatic to others and can manipulate whatever data are available with great skill. Their most important motivation, however, is found in their introverted thinking function. So long as they can keep in touch with their internal logical needs, everything else is negotiable – but they often won't usually state this directly.

ISTPs are not common at the highest levels of management, perhaps because they can lack the forcefulness of ESTJs and ESTPs and the vision of intuitive types. They are negotiators rather than trouble-shooters but, as such, they are noted for their ability to argue both sides of a case (and more, if necessary). They can make excellent, if quiet hatchet-persons.

ISTPs may compete with ISTJs to be the team scorer or organiser in social life and they can be rather expert at imaginative book-keeping! While they are open to suggestions, though, they are often not really the 'life and soul' of the party. Some ISTPs of my acquaintance have been particularly expert at quiet but disconcerting practical jokes.

Possible Examples. Sir Humphrey Appleby (*Yes, Prime Minister*): Rommel: Sherlock Holmes: Dick Cheney: Denethor: Darth Vader. Sven Goran Erickson.

Common Occupations. Artisans of various kinds. Union leaders. Military personnel (2). Mechanics (3).

Motto. Play with me; don't try to control me.

Prayer. God, help me to acknowledge the values and feelings of others – even the irrational and the hyper-sensitive.

Favourite(s). A Red Rock Noodle Bar, divided into cubicle. Individual TV meals of all kinds.

Horror meal. A celebratory new age banquet for 500.

Achilles Heel. Extraverted feeling. Dealing with others' emotional needs (or revealing one's own in company).

Outer. I feel that God truly loves all of us. What does **your** heart say?

Honorary Celebrity Chef. Nigel Slater (author of *Toast*).

A brief digression

A portrait of an ISTP

From The Casebook of Sherlock Holmes.

All emotions....were abhorrent to his cold, precise, but admirably balanced mind. He was, I take it, the most perfect reasoning and observing machine that the world has seen: but, as a lover, he would have placed himself in a false position. He never spoke of the softer passions, save with a gibe and a sneer....to admit such intrusions into his own delicate and finely adjustment temperament was to introduce a distracting factor which might throw doubt upon all his mental results. Grit in a sensitive instrument, or a crack in one of his own high-power lenses, would not be more disturbing than a strong emotion in a nature such as his....

Watson. 'This is indeed a mystery. What do you imagine it means?'

Holmes. 'I have no data yet. It is a capital mistake to theorise before one has data. Insensibly, one begins to twist facts to suit theories, instead of theories to suit facts.'

ISFJ

THE QUIET, CONVENTIONAL CARER

An introvert, preferring sensing, feeling and foreclosure. Usually relying most of all on introverted sensing, but perhaps using (extraverted) feeling when making decisions in the world.

ISFJs, like ISTJs, have an all-important reliance upon data: data that have been processed and stored internally. Again, like ISTJs, they are precise, careful and reliable, but not often imaginative. Their (usually secondary) preference for feeling makes them more people-oriented than ISTJs, though and they are very warm to those who value them (and their data). Their frequent initial shyness will turn to helpfulness and responsiveness towards those who take the trouble to do this.

ISFJs are very seldom found in senior management, except in the helping professions. Their introversion and value-orientation, in particular, can be a disadvantage in 'hard-nosed' professions. The most senior ISFJ that I have known runs an Australian bush nursing facility: the job requires grasp of detail, a caring approach (but one-on-one) and the ability to make quick decisions. ISFJ job heaven.

Socially, ISFJs usually prefer small group activities – usually with established friends or colleagues. In this environment, they can be great fun and, like ESFJs, they can like unsophisticated enjoyment most of all.

Possible Examples. Sergeant Lewis (in *Morse*): Maria in *The Sound of Music*: Laura Bush: Norma Major. Daphne in *Frazier*.

Common Occupations. Nurses (over 25% of Australian nursing students). Female accountants (about 20% of Australian accounting students). Nurses aids, pre-school teachers.

Motto. Loyal, dependable and responsible.

Prayer. Oh Lord, help me to be more tolerant of people who are all loud ideas and no quiet commonsense!

Favourite(s). Individual steak and kidney pies. Kentucky Fried Chicken.

Horror meal. Marijuana hot dogs at a rock festival.

Achilles Heel. Extraverted intuition: getting carried away by daft ideas – one's own or those of others.

Outer. This party is boring. Come and help me spike the lemonade.

Celebrity Chef. HazelCourtenay..

ISFP

THE CARING TROUBLE-SHOOTER

An introvert, preferring sensing, feeling and keeping things open. Often relying most of all on introverted feelings and values, but perhaps using sensing to deal with the outer world.

Perhaps even less bold than ISFJs, ISFPs are said to be one of the most self-effacing of the typologies. Open to change and preferring to relate to the world through the senses and data, but making decisions (on the basis of values and feelings) inwardly. They can negotiate with and manipulate data (much like an ISTP), but on the basis of their inner values. They will only blind you with facts if it's for your own good!

ISFPs are relatively scarce in senior positions and almost unknown in senior management (none are found in my own surveys). They seem to gravitate especially to the helping professions (like ISFJs), where they provide many of the most adaptable and supportive workers.

ISFPs are perfectly sociable – especially with close friends – and they can be great fun. However, they control their social options more than, say, ESFPs and are often less obviously sociable than those typologies (for example, ISFJs), who find it easier to show feelings. In my experience, treasurers of worthy causes are almost ISFPs.

Possible Examples. Harpo Marx: Porgy: Princess Diana (the early years): Gollum (the Smeagol half).

Common Occupations. Secretaries of all kinds. Book keepers, Service workers.

Mottoes. All you lame and hurt, I would like to walk with you. **Or** I don't feel that I should really have my own motto.

Prayer. Oh Lord, help me to assert my values when with others. But, only if you want me to, of course.

Favourite(s). A ladies tea room (if female, or an accompanying male).

Horror meal. Marijuana hot dogs at a Rolling Stones or Meatloaf concert.

Achilles Heel. Extraverted thinking. (Successfully) using brusque, assertive, logical decision-making with other people.

Outer. We're downsizing next Monday. Here's the list. Go and tell them while they're relaxed.

Celebrity Chef. None known. But many of the good-natured people seen doing humble tasks on celebrity chef shows will be ISFPs

ESTJ

THE REGIMENTAL SERGEANT-MAJOR

An extravert, preferring thinking, sensing and foreclosure. Usually relying most of all on thinking, used in the external world because of the preference for judging. With a (usually) secondary preference for sensing that is often introverted and hence less apparent to others. What you see is what you get with an ESTJ. They tend to take charge in most situations, with drive and logic.

ESTJs are commonly found in management. They are often called life's organisers and their 'aggressive' approach is both difficult to resist and, sometimes irritating or overbearing (especially to introverted and feeling types). They can lack vision, but when things go wrong – from breaking a window at home to having to organise a large group function at short notice – you need an ESTJ to take over. Maybe 40% of CEOs.

Socially, ESTJs are still in charge. They run clubs and organisations, support every new project and manage teams. They never give up. Note, though (as with ISTJs), many who are ESTJ at work choose another typology for their social life: over 30% of accounting students, for example, are ESTJ at work, but only about 10% are ESTJ in their social lives. So, before calling in an ESTJ to deal with a social emergency, check that they are a **social-life** ESTJ!

Possible Examples. Boromir: David Blunkett: Janeway: Donald Rumsfeld.

Common Occupations. Management. Business Administration. The Military. Firefighters. Restaurant Managers.

Mottoes. If you want something done **right**, get an ESTJ to do it. **Or** Oh Good...A project!

Prayer. God, your creation is in a bit of a mess. I'll be glad to clear it up.

Favourite(s). A traditional roast, with vegetables, gravy, family and friends. Followed by a 10 kilometer family walk.

Horror meal. A tofu salad at a silent vigil for a good cause.

Achilles Heel. Introverted feeling. Making sense of one's inner emotions and values. Or, even, taking them seriously.

Outer. Someone needs a hug!

Celebrity Chef. Ainsley in *Ready, Steady, Cook*. And, probably, the programme's director.

ESTP

THE TROUBLE-SHOOTER

An extravert, preferring sensing, thinking and keeping things open. Usually relying most of all on extraverted sensing, but perhaps using thinking when introverted.

ESTPs are sometimes described as having the 'James Bond' typology. They are said, typically, to be able to manipulate data masterfully, but with logic as the bottom line, rather than values. Data are all-important, though (as compared to ISTPs, where internal logic has precedence). They can appear ruthless, even amoral to some other typologies (particularly introverted feeling types).

ESTPs are quite frequent in management. particularly where trouble-shooting and negotiation are needed. In takeovers and turnovers of all kinds, rather than in well-established, stable environments, where boredom may set in. Nothing is un-negotiable, if the data can be pulled into line. They therefore tend to excel in any occupation that requires face-to-face negotiation.

ESTPs are often less obviously sociable than some other extraverted types (for example, ESFPs or ESTJs). Their focus on facts and logic often doesn't yield a great sense of humour or careful consideration of the feelings of others. Practical jokes may be frequent, perhaps even cruel at times.

Possible Examples. Scarlett O'Hara: Jack Straw: Alfie (in the film of the same name): Tom Jones (in the novel of the same name): George W. Bush: Jerry Springer. Paul McCartney: Tony Blair.

Common Occupations. Management: Bailiffs: Emergency Services: Firefighters: Marketing, Police.

Mottoes. I do it my way! **Or.** Interpersonal skills are for losers.

Prayer. Oh God, I want a set of permanent values – based on data, of course – if you are really there?

Favourite(s). Any open-plan wine bar. But a weakness for fluffy cakes.

Horror meal. A silent supper vigil with the long-term homeless.

Achilles Heel. Introverted intuition. Inner (often grandiose) plans and visions that they think are wonderful, but are really just moving the beans around.

Outer. It's time for the film now. It's rather long, but it demonstrates how Santa Claus should be the role-model for managers at your level.

Celebrity Chef. Nigella Lawson.

ESFJ

THE CARING EXTRAVERT

An extravert, preferring sensing, feeling and foreclosures. Usually relying most of all upon extraverted feeling, but perhaps using sensing when being introverted.

ESFJs are one of the most overtly likeable of the typologies. Like ENFJs, they are often warm, welcoming and affirming individuals, who give priority to the values and feelings of others. They are often described as conventional, though and can be impatient with the 'over-complex' ideas of intuitives: they believe things should fit the facts. People and values come first for an ESFJ, although their judging approach also means that they can be unexpectedly abrasive when determined to achieve a goal.

ESFJs are also found at high managerial levels in the helping professions and human resources. They prefer group work situations, of course and regard group harmony as a priority. They create the happiest team, not necessarily the most efficient.

Socially, ESFJs can be a bit overwhelming to introverts (especially INTs). They are great fun, but can be very boisterous and can delight in quite unsophisticated social exchanges. And, if you are socialising with a group of ESFJs, don't make the mistake of thinking that joining in the fun is optional!

Possible Examples. Florence Nightingale: Margaret (in *Becker*).

Common Occupations. Nursing (maybe 30% of nursing students). Human resources. Receptionists. Hairdressers.

Mottoes. Happiness is organised sharing and caring. **Or** Once I know you like me, I'll listen to you too.

Prayer. Lord, please help me to tolerate an **unacceptable** lack of caring in others.

Favourite(s). McDonalds. But even a trough filled with baked beans (or hospital food) will do, if there is company. Lots of foods are good!

Horror meal. Anywhere where the service is slow and unfriendly.

Achilles Heel. Introverted thinking. Making hard, logical decisions on your own.

Outer. The fact that I don't like you doesn't mean we can't talk. Do you believe in the death penalty?

Celebrity Chef. Jamie Oliver.

ESFP

THE CELEBRATOR

An extravert, preferring sensing, feeling and keeping things open. Usually relying most of all on extraverted (sensing) data, but using values and feelings in the inner world.

ESFPs are said to be one of the most sociable and fun-loving of typologies. David Keirsey calls them 'entertainers'. Like ESTPs, they look at the world as it is presented by the senses and can use – or manipulate – the data with great skill. However, their use of the data has its basis in values and human values (rather than logic) and this, in practice, seems to add a strong element of fun and consideration of others to their behaviour. They have a soft core.

ESFPs are seldom found in management positions. They generally prefer jobs that allow for self-expression and give priority to jobs that provide opportunities for change. They will often want to see their grasp of details applied in a humanly useful way. They have been called 'intellectual butterflies' and, certainly, they can be changeable and become more bored with routine than most sensing types.

When socialising, ESFPs merely need to use their normal *modus operandus*. They tend to have a very varied social life, based on sociability and a willingness to experiment and have fun. Introverts are warned not to go socialising unprotected with a bunch of ESFPs!

Possible Examples. Linda (in *Becker*): Sally Bowles (in *Cabaret*): Carmen. Ros (in *Frazier*).

Common Occupations. Acting. Various Aspects of Media. Politics. Firefighters. Child care workers. Waiters.

Mottoes. What you see is what you get – funtastic! **Or** One day something will just happen to give me a sense of permanence.

Prayer. Oh Lord, help me to be modest. And quiet. But not just yet.

Favourite(s). Any large chat-n-eat. An Italian bistro. Or a pub, providing it has a relaxed atmosphere.

Horror meal. Changes by the day.

Achilles Heel. Introverted intuition. Making sensible use of (or resisting) those rare, but overwhelming (and usually stupid), inner visions.

Outer. It's time now for us all to separate out for an hour of solitary meditation.

Celebrity Chef. Margie Clarke.

INTJ

THE IDEAS ENFORCER

An introvert, preferring intuition, thinking and foreclosures. Usually relying most of all upon inner ideas, but perhaps using thinking to make decisions in the outer world.

INTJs can be one of the most unpopular of the typologies: while their introversion can mean that they are not 'natural' leaders (unlike ESTJs and ENTJs), they have the same tendency to give orders without much thought for the feelings of others – and to expect their orders to be obeyed! The 'problem' is that, at heart, they are visionaries. But their ideas and inspirations are internal – even private – ones. These are the bases for their attempts to inspire and organise others: but *via* their thinking-judging extraverted mode of operations.

INTJs are generally successful in most forms of management (excepting perhaps personnel). Their watchword is fairness – and, often, seriousness of purpose. But they tend to overlook both the feelings of others and detail. True intuitives, they see 'mere data' as secondary to vision and overview.

INTJs are also great social organisers. At meetings or conferences, for example, they tend to seize control of the social agenda (despite their introversion), pre-booking 'appropriate' theme restaurants, earnestly preparing the agenda changes needed for the next meeting or conferences and so on. They will want everyone to participate in social activities and they will have lots of suggestions to make about how.

Possible Examples. Inspector Morse. Dirty Harry. Paul Keating. Jean Luc Picard. Indiana Jones. Stuart MacGill.

Common Occupations. Politicians (including many in Australia): theologians (including Savanorola): Lawyers and Judges.

Mottoes. Ideas must be acted on. **Or** It's too complicated for you to understand why: just do it! **Or** An insight is a precious thing. There's nothing to be afraid of!

Prayer. God, help me to tolerate those who won't do what I say. Even though they should!

Favourites. The best Italian/French/African/Thai restaurant in town.

Horror meal. Anything you are offered when you can't have your first preference.

Achilles Heel. Extraverted sensing. Remembering that facts are important, while not being overwhelmed by them.

Outers. I want you all to turn to the stranger next to you and say something loving to them. **Or** Your idea is stupid! What is its data base?

Celebrity Chef. Gordon Ramsay.

INTP

THE ANTISOCIAL WORDSMITH

An introvert, preferring intuition, thinking and keeping things open. Usually relying most of all on introverted thinking, but perhaps using intuition when dealing with the outside world.

INTPs are well represented in management, but not often at the highest level. Their lack of people skills can make them unpopular in quite a range of jobs (John Becker is a very good example of this sort of thing). They can be great word-smiths and researchers, but indifferent to recognition and the feelings that their demands for perfection may upset.

Socially, INTPs tend to be shy, slow to respond to changes of subject and – often – rather serious. Once given their head, though, they can sometimes dominate conversations with their depth of knowledge – with or without humour and/or charisma, depending on the audience's luck. They will avoid social events that involve public performance (e.g. karyoke).

Possible Examples. The author. C.S. Lewis (in *Shadowlands*). Charlie (4 Weddings and a Funeral). John Becker. Prince Charles. Basil Fawlty. Kingsley Amis. Niles in *Frazier*.

Common Occupations. Psychologists: film directors: writers: Scientists, lawyers.

Mottoes. I know what I know. I don't care if no one else does.

Or I have lots of ideas: just don't ask me to implement them!

Prayer. Lord, please help me to love (ugh!) even stupid people.

Favourite(s). Bistros where French is spoken. Savoury dishes (to liven even dull palates). Peking cuisine.

Horror meal. Anything in a crowded McDonalds

Achilles Heel. Extraverted feeling. Expressing (even noticing) feelings. Hugging.

Outer. Let's go round the room together and share some feelings!

Celebrity Chefs. Paul Bocuse: Rick Stein.

INFJ

THE FEELING IDEALIST

An introvert, preferring intuition, feeling and foreclosures. Usually relying most of all upon introverted ideas, but perhaps using feeling to make decisions in the outer world.

INFJs, like INTJs, are generators of inner ideas. But they are (usually) much less abrasive, as they tend to deal with others through an extraverted feeling function. They want you to **like** their ideas, not just go along with them! Of course, if you don't like an INFJ's idea, they will be likely to move along to someone who does. Generally quiet, friendly and courteous, INFJs are said to make good, loyal friends.

INFJs are rather a rare typology (only 1-2% of Australian university students overall). They are even rarer in management (except in human services). However, if they can learn not to withdraw when challenged (especially by extraverted thinking types), they can be inspiring co-workers and leaders. They are also said to make fine teachers.

Socially, INFJs are friendly but quiet: often much-loved by other introverted intuitives. At parties and other gatherings, they tend to get absorbed in conversation (usually ideas-based) with a few friends and may entirely forget the rest of the company and the purpose (if there is one) of the evening. If employed as a guest speaker, the INFJ may need a guardian/prompter.

Possible Examples. Aragorn. Faramir. Obi Won Kenobi. Bob Brown. Oprah Winfrey. Jimmy Carter. ?Ghandi (not sure about the P-J).

Common Occupations. Research in the humanities: teachers: religious workers of various sorts.

Motto. Don't keep me on the surface – I want to go deep.

Prayer. Lord help me not to expect everyone to love my ideas as much as I do.

Favourite(s). Small restaurants. Antique settings. Lots of space between tables. Booked as a surprise for 2-3 friends. For dishes, scallops and shallots, in a cream sauce, wrapped in a crepe, with cheese on top: or chicken Parmesan, with cheese and a creamy sauce. All warm with a pleasant, mushy texture. A warm chicken salad would do, too.

Horror meal. A big restaurant, full of music, boisterous talk and other noise. Where the floor covering is noisy. Where you have gone for a quiet meal with a few friends. But where the (impolite) waiter brings the food to only one of you at a time, so you can't eat together.

Achilles Heel. Extraverted sensing. Dealing with facts in the (outer) world.

Outer. Come on: let's start a raunchy limbo competition. **Or.** What cc of lawnmower do you have?

Celebrity Chefs. Stefano di Pieri (*Gondola on the Murray*). Clement Freud.

INFP

THE INNER JOURNEY PILGRIM

An introvert, preferring intuition, feeling and keeping things open. Most often relying upon inner feelings and values, but perhaps using intuition in the outer world.

INFPs can be deceptive. Like INTPs, they are seemingly open to ideas on first appearance. But, at heart, they are feeling types and are prone to judge others (and themselves) by their internal standards. Very few people can measure up to standards of this sort, of course and INFPs are often regarded as arrogant (especially by thinking types). Again, like INTPs, their inner judgments are also very hard to reverse. Once you are their friend (or enemy) it's difficult to lose that status. They need, and will find, a purpose in life, but may not understand why others fail to see the importance of this.

Of all the typologies, INFPs most need to work for some worthwhile purpose. The pay check is not enough! While they very seldom reach conventional managerial positions, they are tireless workers for causes given the right position – for example, running a practice or a monastery. INFPs can be ruthless in their pursuit of what they conceive of as right and they will be loyal and supportive towards those who haven't offended their values.

Socially, INFPs can seem more introverted than any other type. And rather serious-minded in even their social outlets. An INFP of my acquaintance once said to me, without any intended irony at all, that 'A society with more than ten members has failed'. But they will work persistently behind the scenes of groups or organizations that they consider worthwhile. Environmental organizations, perhaps, self-improvement classes, or church organizations for example. Never let them give the annual Christmas speech, though.

Possible Examples. Elly (*For Better or Worse* cartoon). John Lennon. Mother Teresa. Princess Leia. Frodo

Common Occupations. Religious workers of all kinds: Psychologists (about 15% of Australian psychology students. Other helping professions. Writers.

Motto. The road less travelled, on which to travel my inner journey in faith.

Prayer. Lord, help me...well....there are values here....no, start again...well...

Favourite(s). Hairy armpits cafes (sorry – whole food, chemical-free, vegetarian cafes). Slurries that are good for you.

Horror meal. Anywhere where they bring you your dishes one at a time, so you can't all eat together and where they take your dishes away as soon as you finish, so that one or two poor souls are left eating while the rest have finished.

Achilles Heel. Extraverted thinking. Making unsentimental decisions rapidly (and competently) in the outer world.

Outer. Yes, it's a pretty idea, but what is its cash value?

Honorary Celebrity Chef. Henry Crabbe (*Pie in the Sky*).

ENTJ

THE FIELD MARSHALL/CAPTAIN OF INDUSTRY

An extravert, preferring intuition, thinking and decision-making. Usually relying most of all upon extraverted thinking, but perhaps making most use of intuition when introverting.

ENTJs are said to be born leaders: often overwhelmingly so (especially to introverted feeling types). They tend to be in command in most – every situation. Their ability to command, typically, is supported by an inner vision, but can be operationalised aggressively, even brutally.

Many senior managers (60% of Australian senior managers in my research) –and equivalents in other professions – are ENTJs. The combination of vision (or overview) and a logical decisiveness that is extraverted and therefore fast-working, can be difficult to oppose. The weakness of many ENTJs at work, though, can be inattention to (sensing) detail and the hurt feelings of others. An SF assistant can often be recommended.

Socially, ENTJs (and sometimes to their own surprise) still take on leadership roles. They make what they think are merely suggestions, to find everyone else stepping back and/or obeying orders! They are good team and group commanders, though, and the larger the group and the more competitive the activity, the better they do.

Possible Examples. Hilary Clinton. Kerry Packer. Lt. Worf (4).

Common Occupations. Business executives: administrators: attorneys (3).

Mottoes. If it is not nailed down, organise it!

Or Detail is always second to ideas and decisions.

Prayer. God help me to SLOW down and not rush through what I do Amen....Now, get a move on with that!

Favourite(s). The Snooty Fox Steak Restaurant. Most ENTJs I have known have had markedly conservative eating habits: something to do with their success, perhaps?

Horror meal. (Dinner with Frazier). When you are invited for dinner at 7. On arrival, they haven't even started. You eat at 10. And every dish is ad-libbed and never tried before (e.g. the garlic soufflé). And you are expected to enjoy socialising when hungry!

Achilles Heel. Introverted feeling. Expressing inner feelings and affections outwardly (and appropriately).

Outer. A couple of the juniors feel that no one appreciates their work laying the tables: can you go and make them feel better?

Celebrity Chef. Keith Floyd.

ENTP

THE CHANCER

An extravert, preferring intuition, thinking and keeping things open. Most often relying, first of all, on extraverted intuition, but perhaps using thinking when introverting. Full of ideas – generally too many and too often – and with a love of multi-project challenges.

ENTPs are one of the most enthusiastic typologies: they are often mistaken for ENFPs, but have a more steely, thinking, core. The latter may come as a bit of a shock in such an apparently open and accepting type. To introverts, they often seem alternately overwhelming and inspiring. They tend to like the complex and very seldom do things 'by the book' – they are in process of writing their own book(s).

There are quite a few ENTPs in management (about 20% of senior Australian managers in my research) and equivalent positions. They are great brain-stormers and (often) team leaders. However, they can lose interest in over-long or less than challenging projects. Once a group or a company has been established and is working well, the ENTP will need to move on to the next challenge.

ENTPs are usually great socialisers, who tend to organise (large) dinner parties and other gatherings at five minutes' notice. This is often done to the horror of introverted partners, who may feel as though they are being plunged into social chaos with no time to prepare. Menus at these dinner parties will be ever-changing, and food preparation will be secondary to socialising.

Possible Examples. Mark Latham. Pippin Took. Frazier Crane.

Common Occupations. Management – especially new departments and situations: marketing personnel (3): journalists (3).

Mottoes. Enthusiastic, performing, non-conformer. **Or.** The rule book is for losers.

Prayer. God, help me to follow standard procedures sometimes: but not today.

Favourite(s). A quality smorgasbord, with an interesting theme and at least 100 dishes. Not the same as yesterdays.

Horror meal. A Freemasons annual dinner.

Achilles Heel. Introverted sensing. Remembering the facts (data) correctly. Consistency under questioning.

Outer. Promise us that you'll always feel exactly like that.

Celebrity chef. Keith Floyd's unbossy brother.

ENFJ

THE HAPPY PREACHER

An extravert, preferring intuition, feeling and foreclosure. Most often relying on extraverted feeling, decision-making, but perhaps using intuition when introverting.

ENFJ's are one of the most popular of typologies. They are strongly people oriented, enthusiastic and supportive. Born leaders (to almost the same degree as ENTJs), they always try to carry others with them. Their warmth often means that they can get away with extravagant behaviours that would be regarded as 'showing off' in almost any other typology.

ENFJs are equally popular at work, where they are warm, affirming and decisive. They are famously able to sell anything, from a used car to a theological approach. And even when they sell you a used car, their friendliness, genuine wish to make you happy, ideas-approach and decisiveness will usually, somehow, make you enjoy the process. They are happiest, however, selling something of real worth.

ENFJs, without necessarily intending it, are almost always the life and soul of the party. They gain energy from an audience (so long as they are appreciated – they can react very negatively to a poor audience response). Always let them speak at the Christmas dinner - or any other function.

To an ENFJ, the ideal evening is one where a few hundred very close friends drop in.

Possible Examples. Don Dunstan. Billy Graham. Frazier. Ken Livingstone. ?Gandalf.

Common Occupations. Clergy: sales executives of all kinds: teachers (3).

Motto. 'If you're not with me, I'll help you to be with me'.

Prayer. God, help me not to expect everyone to go along with me smiling; even though they should.

Favourite(s). Anywhere big enough to hold 100 friends. With room for some speeches. And a band and dance floor.

Horror Meal. Dining alone.

Achilles Heel. Introverted thinking.

Outer. Bringing back the death penalty would be logical.

Celebrity chef. Maggie Beer.

ENFP

THE PROMOTER

An extravert, preferring intuition, feeling and keeping things open. Most often relying upon extraverted intuition, but perhaps using inner feelings and values when being introverted.

ENFPs are the enthusiasts' enthusiasts. They are sometimes mistaken for ENTPs, but have a values-based, feeling, core. They are open and accepting, but their inner values are also important to them. To introverts, they often seem overwhelming. Process is everything and decision-making is sometimes avoided at all costs.

ENFPs are great brain-stormers and can be good team leaders. However, they often lose interest in prolonged or routine projects. The bottom line is something that is always undergoing change. They are enthusiasts, but need to work at their own (ever-varying) pace. They produce ideas and enthusiasm, but need sensing and thinking types around them to bring them down to earth. A team composed only of ENFPs is an alarming sight.

ENFPs are usually great socialisers and value spontaneity and numbers in their social arrangements. This often distresses introverts and any others who like time to think and organise, or routine. Walking 200 metres to lunch with an ENFP is likely to involve half-a-dozen changes of destination!

Possible Examples. Bill Clinton. Gareth (*4 Wedding & a Funeral*). The Vicar of Dibley. Peter Ustinov. Billy Graham.

Common Occupations. Psychologists (15-20 of Australian psychology students and the helping professions in general: journalists: actors.

Motto(es). I'll tell you where I was going after I get there. **Or.** I've never even *seen* a rule book. **Or.** What do you mean, I wear you out?

Prayer. God, help me keep my mind on ONE TH ----- look! Isn't that someone I ----- ING at a time. Where were we?

Favourite(s). Anywhere new and unusual with friends. The daily change of cuisine/recipe.

Horror meal. Roast beef and Yorkshire pudding for the third time in a week.

Achilles Heel. Introverted sensing. Getting the (known) facts right. Believing them and giving them some importance!

Outer. Your idea is totally immoral inside; you musn't do it!

Celebrity chef. None surviving.