



CenterMark Type Map Introduction

CenterMark is based on eight variables, with four pairs of preferences. In each preference pair, you fall more on one side of the scale or the other. Everyone has a natural preference for one of the two opposites on each of the four scales, but everyone uses each of the preferences to some degree. The differences in people result from our preference for:

Extraversion or Introversion (E – I) - Where they prefer to focus their attention and energies.

Extraversion Characteristics.

Those who choose Extraversion derive satisfaction from their involvement with people and their surroundings. They are energized by their affiliation with others and are easily engaged by friends and strangers alike. Extraverts prefer to explore ideas through conversation. They act-think-act.

Introversion Characteristics.

Those who choose Introversion want less interaction with others. They are energized by reflection and solitude. They prefer to voice their opinions after they have ample time to process the issue. They think-act-think.

Sensing or Intuition (S – N) - The way they prefer to take in information, the kinds of information they want and give weight to, and usually how they communicate information. The S and N preference seems to have the most influence on occupational choice.

Sensing Characteristics.

Those who choose Sensing tend to take in tangible information; this means they focus on present reality, count their practical experience, trust facts, and like full, detailed, and verifiable information. They are described as left-brain and identify with efficiency, standardization, cost benefits, precision and quick response.

Intuition Characteristics.

Those who prefer Intuition, on the other hand, tend to take in information as a kind of snapshot; they notice present reality but are quickly drawn toward connections, finding patterns in data and seeing possibilities in the future. Intuitors are described as right brain. They prefer to focus on possible innovations, new markets and products, and adding value.

Thinking or Feeling (T – F) - The way they prefer to make decisions and the different ways of prioritizing and organizing information and coming to conclusions.

Thinking Characteristics.

Those who choose Thinking take a detached approach. They step back to analyze the situation, assess the pros and cons, and choose the rationale alternative. They question and critique before making decisions. For them, a good decision is one that is based on objective reasoning

Feeling Characteristics.

Those who choose Feeling put themselves into the decision-making situation to assess how it will affect everyone involved: They will ask, Does it fit with my values? How does it affect people? For them, a good decision is one that "feels good."

Judging or Perceiving (J – P) - How people prefer to arrange their external lives. The J-P preference can be the source of the greatest amount of interpersonal tension.

Judging Characteristics.

Those who choose Judging plan ahead and work toward closure. They want structure and schedules, and like to come to decisions and move on. Judgers are annoyed by interruptions and surprises. For Judgers there is usually a "right way" and a "wrong way" to do anything.

Perceiving Characteristics.

Those who choose Perceiving like to have an open, fluid calendar with loosely defined plans. They find structure and schedules inhibiting, and trust their ability to respond resourcefully and energetically to changing environments and final deadlines. Perceivers enjoy the process and options. They handle surprises and interruptions well.

General Characteristics of CenterMark™ Sixteen Types

Below are thumbnail descriptions of each of the sixteen types. There is no right or wrong type, the workplace needs them all. Self-knowledge is validating and strengthening. An in depth description of each of the sixteen types is accessible on the type map.

Sensing Types		Intuitive Types	
with Thinking	with Feeling	with Feeling	with Thinking
ISTJ - 11-14% Overseer, Inspector Depth of concentration Detailed, Systematic Reliance on facts Super dependable Conservative Logic and analysis Task-oriented	ISFJ - 9-14% Provider Protector Depth of concentration Painstakingly systematic Facts and details Warmth and sympathy Stable, Dependable Organized	INFJ - 1-3% Prescient Developer Innovator of ideas Quietly forceful Grasp of possibilities Determined People-oriented Organized	INTJ - 2-4% Director, Strategist High achiever Logical Critical Decisive Innovator of ideas Independent, Determined Often stubborn
ISTP - 4-6% Practical analyzer Values exactness Cool and curious Observer, Reflective More interested in organizing data than situations or people	ISFP - 5-9% Sympathetic manager of facts and details People-oriented Dependable Systematic Concerned with systems and organization	INFP - 4-5% Proponent, Messenger Imaginative, Independent Reflective Inquisitive Empathic Perfectionist Possibilities vs Practicalities	INTP - 3-5% Inquisitive analyzer Creative ideas Definer Reflective, Curious Independent Logic and analysis Adaptable
ESTP - 4-5% Promoter, Realistic Adapter in the world of material things Practical Tolerant Detail-oriented	ESFP - 4-9% Performer, Entertainer Ease with environment Natural negotiator Observant Sociable	ENFP - 6-8% Planner of change Grasp of possibilities Communicator Integrator Understands others Energetic, Flexible	ENTP - 2-5% Planner of change Inventive Analytical Resourceful, Enthusiastic Offers solutions Alert and outspoken
ESTJ - 8-12% Executive type Industrious Decisive Fact-minded Aggressive Gets the job done Practical organizer	ESFJ - 9-13% Provider, Guardian, Harmonizer, Sociable Involved Realistic, Fact-oriented Opinionated Tuned to here and now Organized	ENFJ - 2-5% Teacher Imaginative, harmonizer Expressive, Opinionated Conscientious Persuasive Ideas and possibilities Organized	ENTJ - 2-5% Commander Innovative Organizer Aggressive, Forceful Analytic, Systematic Frank, Decisive New ideas and possibilities

The range of percentages given demonstrates distribution of types in the U.S. population at large.

Remember, the assessment is not a measure of your abilities in any area. It is designed to help you become aware of your particular personality and to understand and appreciate the ways in which people differ. Each type and each individual has special gifts. There is no right or wrong type. Each person is unique.

Your results on CenterMark suggest your probable type based on your choices, however you should decide if this fits your personal perceptions of your personality type. We suggest that you explore the descriptions of all the types to verify your results.

INFJ Introduction

Oracles for People, Prophets, Hard Workers

- Tenacious, hardworking perfectionist
- Comfortable dealing with complexities, patterns, and possibilities
- Gentle, caring, and sensitive to conflict

INFJ

Male 1-2%
Female 2-4%

Percent of
US Population

INFJs have a strong sense of independence and make decisions based on their personal values and goals.

The theme of INFJs is intuition and foresight. They use their insights to deal with complexity in issues and people, often with a strong sense of "knowing" before others know themselves. They trust their inspirations and visions, using them to help others. INFJs tend to be both private and complex, yet they bring a quiet enthusiasm to projects and assignments that are part of their vision and source of inspiration.

INFJ Characteristics

INFJs' commitment is primarily to people, yet they are also concerned about their organization and its overall purpose. It is when both individual and organizational goals are attained that INFJs will feel content and satisfied that the job is being done.

INFJs tend to be dedicated, serious and hardworking. They can be so zealous about being perfect that they may actually do more than is required by the task.

INFJs enjoy predictability, a sense of order in what they do, and they tend to relish the opportunity to complete whatever they set out to accomplish. Starting too many new projects out of sequence is not their idea of effectiveness.

INFJs are skillful in observing and taking in accurate information about the sentiments, beliefs, values and norms of importance to others and then translating these into a work situation where people feel significant.

INFJs work well in organizations, dealing with others in a sensitive manner. They use their originality, insight and interpersonal warmth to organize, counsel, inspire and teach—achieving outstanding results by working exceptionally well with people.

INFJs tend to be perfectionistic and highly idealistic.

An INFJ's motto might be: "If I did not envision something better, I am not doing my job."

INFJ Learning Style

INFJs are lifelong learners.

INFJs learn through interaction, in dialogue with others or with the written word. They enjoy concepts, theories, and ideas—especially those that explain the scientific and human phenomena.

The learning environment is important for INFJs. The more personal, mutual understanding there is, the more the learning process is facilitated. They tend not to enjoy a disciplinarian type of instruction. INFJs rarely think in terms of black and white. They prefer warm, gray shades.

Prefer tools and materials that are organized.

Enjoy future-oriented concepts, theories, abstractions, and ideas.

Like broad challenges and problem solving, but not the finer details.

Can be global or linear learners.

Need harmony in group work.

Enjoy working alone.

Prefer open-ended instruction.

INFJ On a Team

INFJs encourage harmony and get everyone to contribute.

Bring enthusiasm and forward thinking to a project.

Provide big-picture overviews and in-depth synopses.

Inspire others by being positive and maintaining a "can-do" attitude.

Masterfully synthesize people, resources, goals, and visions.

Bring creative and clear-sighted perceptions and visions to the table.

Bring a global perspective to the team.

Are irritated by team members who show little caring for others.

Irritate others by stubbornly clinging to an idea.

Are irritated by those who fail to contribute.

Annoyed by pessimistic colleagues.

Frustrate team members by hesitating to give uncomfortable feedback.

Are frustrated by team members who give irrelevant information, advice or who cannot stick to the issues.

INFJs can influence team members by assessing group dynamics and providing overviews and in-depth summaries.

INFJ Contributions to an Organization

INFJs are quietly forceful, personable, and genuinely concerned for others.

They like tackling complex issues involving people and material.

Enjoy working, talking, and sharing with individuals and small groups.

INFJs' internal organization is very precise, where every thought, idea, and project fits into place before acting.

Focus on building harmony and work toward the common good of all.

See possibilities and relationships missed by most others.

Generate innovative solutions to complex problems.

Bring quiet resolve, creativity, and a future-orientation to an organization.

Are soft-spoken, yet persistent in the manifestation of their insights.

Work diligently and easily becomes totally absorbed in projects.

Trust and pursue their own unique and creative inner visions, even if it means taking risks.

Have single-minded concentration and once committed, follow through.

Highly intuitive, delivering accurate insight about future opportunities.

Operate with, and seek integrity and harmony.

Create time for reflection and introspection.

Can be fiercely loyal to individuals and an organization.

Suggestions when coaching INFJs:

- Keep them informed.
- Use INFJs' creativity and focus on structure to help you with solutions, but avoid giving them only routine details to handle.
- Remember INFJs have difficulty with criticism, even the most objective criticism. Authentic, real, and heartfelt appreciation is essential for INFJs to effectively function.
- Provide INFJs tasks with a singular focus.

INFJ Approaches to Problem Solving and Decision Making

INFJs are comfortable with complicated situations. They determine what the current and future implications of the problem are.

Perceive the abstract relationships between subjects first and then fit all the pieces together.

Map out the solution and its implementation step-by-step.

Look to achieve significant and provocative results.

Want to know what all the possibilities and alternative solutions are to a problem.

Want to know if a solution is good for people and how they will react.

Gather the people who are committed to the follow-through.

Look first at the big picture, then contemplate people, next apply logic and finally turn to the facts.

INFJ Change Management

Individuals in organizations deal with changes and challenges differently. Some are excited and stimulated. Some are fearful and cautious. Some feel overwhelmed, depressed, and unmotivated.

At the extremes, one person finds change stimulating and exciting, responding energetically and creatively to new challenges; another feels depressed and stuck, unable to let go of the past and ineffective in adjusting to new realities. A number of factors influence how individuals respond to organizational change: personal history and past experiences, family, education, and cultural values. Still another factor that affects how we respond to change is our personality type.

Change stimulates INFJs to develop and apply their inner vision of possibilities to create positive benefits for people. They generally need some time to integrate new information into their inner pictures, but they then can contribute greatly to formulating and carrying out plans that include the values of the organization and the concerns of others. The exception is when the changes do not fit with their own intuitive picture, in which case they opt out of the process or become oppositional.

Needs:

Advance warning. The big picture of change, information, and inclusion in conceptualization. Breathing time.

When needs are not met:

Withdraw, withhold information, stop cooperating, become an opponent.

Contributions:

Champion the cause. Honor deadlines.

INFJ Management Style

When INFJs lead, they become advocates for others and their talents. They focus on being caring and ethical and inspire others to follow through with enthusiasm and faith. Can become champions for ideas and causes.

They are quietly persistent and resolute on a long-range course of action. They prefer advance planning and covering all contingencies to avoid crises.

Place intense attention on bringing their inspirations into reality.

Are willing to be a pioneer, venturing forth into uncharted territories. Courageously challenge confirmed experts or popularly accepted beliefs.

Value participation, cooperation, and determination. Expect and count on people to carry out their part of the plan. Expect loyalty and support.

Facilitate actions and activities between people even if not directly leading.

Respect authority that is granted through time and dedication, not title.

Suggestions when persuading INFJs:

- Remember to demonstrate empathy by presenting areas of agreement first.
- INFJs may appear to agree with a proposition but then ignore it in practice as they sometimes find conflict or criticism difficult (both giving and receiving it).
- Let INFJs discover how your proposal relates to their vision, and therefore has meaning or purpose. When the INFJ's vision is not clear, ask open questions to find out. Such a vision may be difficult to discover if their expression might create conflict in the discussion. Do not assume that the lack of disagreement implies agreement. Pursue until you find out what the vision is.

INFJ Conflict Resolution

INFJs want harmony and avoid conflict for as long as possible.

They put a great deal of energy into creating harmonious environments, yet are unafraid of people expressing intense feelings.

Usually take conflict very personally.

They may suppress feelings of ill will to the point of immobilization. It is inconceivable for INFJs to engage in a fistfight. If they find themselves in the middle of a hot argument, they would rather leave than win.

Under extreme stress's or fatigue INFJs may:

- Act impulsively; make decisions without thinking them through.
- Do things in excess—e.g.: eating, drinking, or exercising.
- Be preoccupied about unimportant details and doing things that have no meaning.
- Act in a very materialistic and selfish way.
- Cut corners, break rules, and even contradict their own values.

INFJ Careers

Because of their combination preferences, INFJs are naturally drawn to a wide variety of occupations. In listing occupations that are popular among INFJs, it is important to note that there are successful people of all types in all occupations. However, the following are careers INFJs may find particularly satisfying. This is by no means represents a comprehensive listing. It is included to suggest possibilities the INFJs may not have previously considered.

BUSINESS

- Human Resources Manager
- Marketing: Ideas/Services
- Personnel/Labor Relations Specialist
- Organization Development Consultant
- Employee Assistance Program Coordinator/Counselor
- Job Analyst
- Management Consultant
- Mediator

HEALTH CARE/SOCIAL SERVICE

- Health Care Administrator
- Nursing Educator
- Occupational Therapist
- Speech Pathologist
- Mental Health Counselor
- Psychologist
- Psychiatrist
- Director, Social Service Agency
- Social Worker

CREATIVE

- Artist
- Musician
- Playwright
- Novelist
- Poet
- Designer
- Architects
- Media Specialist

SCIENCE/RESEARCH/TECHNICAL

- Biologist
- Librarian/Archivist/Curators
- Research Assistant
- Social Scientist
- Engineer: Aeronautical/Chemical

EDUCATION/COUNSELING

- Career Counselor
- Teacher: High School/College/English
- Teacher: Art/Drama/Music
- Education Consultant
- Librarian

RELIGION

- Priest/Clergy/Monk/Nun/Missionary/Rabbi
- Religious Worker
- Director Religious Education

INFJ Communication Style

INFJs keep their energy and excitement within. Good listeners, they choose to think before replying and need to be drawn out.

They are global and metaphoric in their speech. Adept communicators with a sensitivity to the nuances and unspoken aspects of communication. INFJs do not take the spoken word at face value. Their ears and eyes are tuned to what lies behind the spoken word.

Favor written reports to talking in person.

Appreciate insights and unusual approaches. When they apply themselves to the technical fields, vs. people-oriented professions, they can bring ingenuity and problem solving ability to the task.

INFJs will begin communicating by stating areas of accord. Since they are persuaded by emotionally presented, personal material, they will communicate personal experiences to make their points.

Like addressing schedules and deadlines.

See the big picture and present that first. Speak of missions and objectives, focusing on results and accomplishments.

Suggestions when communicating with INFJs:

- Take a friendly approach.
- Make presentations in an orderly fashion.
- Try not to give them irrelevant information.
- Talk more about schedules, deadlines, goals, objectives, and results.
- Be careful about interrupting INFJs at their desk.
- Give advance warning of the need to address an issue, rather than springing a surprise.
- Don't force INFJs to take action—allow them time to think.
- Don't interpret INFJs' silence as agreement, they may still be deciding.

INFJ Motivators

INFJs prefer one-to-one or small group relationships. They want to like and be liked by their colleagues.

They prefer the freedom to express and carry out their ideas, preferably one at a time.

Require ample opportunity to be creative and innovative.

Function best with predictable work and quiet environments where they can complete tasks.

Appreciate positive feedback, praise, and approval for their unique contributions.

Prefer meaningful work and significant goals; reject mundane tasks and artificial, interpersonal relationships.

Are comfortable with change.

Seek opportunities to learn and grow.

Look for opportunities to solve people or organizational problems.

INFJs want caring and harmonious surroundings.

Acknowledge INFJs with social recognition for their superior interpersonal skills, particularly those demonstrated in customer service or teamwork. Award a silver pin or a prime parking space for "Employee of the Month."

INFJ Opportunities for Growth

INFJs can achieve personal growth by: Practicing being more objective, realistic and open to current facts—they can become so caught up in their ideas and visions that they have a tendency to get lost.

Learning when to cut their losses if their visions do not pan out.

Being more assertive. Learning to advocate for themselves, avoiding thinking others should be able to guess what they could contribute.

Trying not to take criticism or conflict too personally. Being open-minded and listening.

Learning to become more politically perceptive and to handle conflict more openly.

Focusing on communicating more and giving constructive feedback.

Remembering to pay attention to their own needs; trying not to focus so much on others' needs or devoting their total being to a cause, or they may eventually resent it. Letting others know how they can help.

Practicing verbal communication and public-speaking skills so that they can express their ideas more clearly in meetings and during presentations.

Claiming their ideas—even if they don't have the written proof, the ideas are theirs.

Approaching temporary setbacks as problems to be solved, rather than rebuffs or insurmountable obstacles.

Using their natural ability to look ahead, or to focus on the next opportunity to recover from disappointment.