

INTJ ISFJ INFJ INTJ ISTJ ISFJ ISFP ENFP ENTJ ESTP
CenterMark Type : INTJ
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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.

INTJ Introduction

Masterminds, Designers, Strategists, Pragmatists

- Develop structure and action plans to accomplish the organization's long-term goals
- At the forefront of creative ideas, especially when building systems, prototypes, and models
- Efficiency-oriented

INTJ

Male 2-6%
Female 1-3%

Percent of
US Population

INTJs are self-discipline, high achievers who tirelessly pursue solutions to complex and challenging problems.

INTJs have creative minds and independent spirits. Logical and ingenious, they are confident in their ideas and their ability to meet or exceed their goals. They tend to aim high with everything they attempt and are driven to be competent and original in all they do. They have a keen sense of what is possible and have a global perspective.

INTJ Characteristics

INTJs are good strategic thinkers, looking beyond what is known, and seeing the interrelatedness of elements. INTJs value the theoretical, seeking insight, understanding, comprehension, knowledge, genius, and precision. Critical and demanding of themselves, with incredibly high standards, INTJs are not deterred or intimidated by opposition. They have great powers of concentration, and are so determined to see their vision become a reality. They will work with tireless energy to turn out a flawless idea or product.

INTJs are skilled at analysis, seeing differences and creating categories. As strategists, they map out all feasible events well in advance, developing an agenda, a well-thought-out outline, and an overall scheme. They build models, solve complex problems, enigmas and riddles. Their focus is on translating theories into actualities. For INTJs planning is an internal process, in which all of the contingencies are covered and there is a backup for every proposed action.

INTJs seek efficiency, i.e., getting the most for the least in all efforts in which that they are associated. Once they understand how to improve on anything, they are willing and demonstrate high energies to make whatever they have designed to work.

Within the organization, INTJs' energy will be directed toward change and the development of long-range strategies to effect that change. Turn ons are logic, calm atmosphere, justice, coherence, and accuracy.

They conform to personal standards, not those set by another individual or an organization.

INTJ Learning Style

INTJs are passionate, independent, and resourceful learners. They enjoy having the time and liberty to become totally absorbed in a topic of interest.

Are bored by rote memorization and drills.

Can be global or linear learners.

Like focusing on systems, theories, and concepts regarding universal truths, always with an eye toward the future.

Like to develop and organize models explaining how something works, usually through a combination of surveying vast sources and deep introspection.

Prefer being challenged, particularly by instructors or facilitators; they avoid learning situations where teaching is not of the highest caliber.

Learn best when free to map their own personal, creative approach to subjects.

Prefer open-ended questions.

Enjoy studying alone.

INTJ On a Team

INTJs participate, but in their own reserved style.

They ask thoughtful and searching questions.

Systematically schedule and complete tasks on time.

Can be a team player if doing so will get the job done.

Analyze the alternatives and offer new perspectives.

Synthesize and organize concepts, approaches, and tasks and present a thought-out, compelling vision, which enrolls others.

INTJs need to share responsibilities and allow other team members to give input.

Can provide long-term strategy and vision.

Need to modify critical comments to diminish team resistance.

Irritate others by periodically being single-minded in completing a task or project.

They are annoyed by team members who do not complete tasks.

Become angry by others who are disrespectful of their own ideas or questions.

Irritated by team members who are slow to grasp information.

Influence team members by persuading them through clear thinking, argumentation, logic, observation, and suggestions.

INTJ Contributions to an Organization

INTJs bring to projects powerful conceptual skills, creatively synthesizing parts into new designs. Set sights on big picture and long-term goals.

They excel at analysis, categorizing, and developing strategies with accuracy and precision.

INTJs are skilled contingency planners. They develop and prepare for various alternatives.

Produce original thinking and are high achievers. Unafraid of change and complex problems.

Have faith in their own inner vision, which, coupled with sheer willpower, move mountains.

Are emphatically determined to accomplish goals and master new skills.

Enjoy working in an environment where there is freedom to design future plans and visions.

Work industriously to accomplish what is important to them.

INTJs are masters of ideas, systems and designing, and building new models.

Design and implement plans for the most efficient and effective use of an organization's resources.

Are brilliantly and boldly innovative in thought and action.

Tackle projects with determination, persistence, dedication, conviction, and tenacity.

Use enormous energy to transfer their paper designs into working reality.

Are organized and meet goals for projects that matter to them.

They focus on tasks and transforming creative, innovative ideas into practical use and definable action plans.

Efficient, "planful", loyal, and focused on tasks.

Suggestions when coaching INTJs:

- Provide INTJs with work where they can be alone, be in charge of projects, and solve problems.
- Give them the freedom to do what it takes to get a job done; be open to new ways of doing things.

- Incorporate their long-term vision with your short-term goals to achieve superior results.
- Utilize their strategy and systems thinking to build conceptual frameworks, prototypes, pilots, and models.

INTJ Approaches to Problem Solving and Decision Making

When it comes to significant decision-making, INTJs are able to combine the big picture and applicable particulars perhaps better than any of the other sixteen types.

They rely on logic and trust their analytic abilities.

INTJs may incessantly question "why" and "how come" while challenging the standard order of things.

Consider other situations similar to the problem at hand.

Look for innovative answers.

Map the foreseeable outcomes of each possibility.

Collect all the facts and ask what the compiled information implies.

Chart the cost of each possible solution.

Wonder if there are other ways to seek solutions.

May make decisions quickly.

They will look first at the big picture, next apply logic, then consider people and finally look at the facts.

INTJ 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.

In change situations, the clarity of INTJs' inner intuitive perception of the future and their confidence in it often puts them in leadership positions. After a little time to analyze, to grasp the possibilities, and then to integrate them into their perspective, they move quickly to create a global system to meet the needs of the future. When changes do not fit with their intuitive picture of what the future requires, however, they can become strong, even stubborn opponents.

Needs:

Time to clarify their intuitive perception.

The big picture without all the details.

When needs are not met:

Withdraw and discount others.

Become stubborn opponent.

Contributions:

Action and closure. Pull others along.

INTJ Management Style

INTJs are forceful and decisive in leadership roles and are oriented more towards tasks than relationships.

They lead by applying potent ideas and convictions while keeping everyone on course.

Provide focus by helping to define, determine, and accomplish a stated purpose.

Prefer to work alone, often not communicating with or involving others in plans.

Enjoy designing models and building systems to achieve results.

Move quickly in a crisis once all the pieces of the puzzle are in place.

Unafraid to completely overhaul the entire organization if necessary.

Expect and count on people to carry out their part of the plan. Desire efficient, loyal, and focused workers.

Can easily be tough-minded, driving followers to bring projects into reality.

Can become so totally absorbed in a task that they might not respond to anything else.

Base authority on competence, not on assigned titles or length of employment.

Expect to be followed, not questioned.

Suggestions when persuading INTJs:

- Be intellectually critical and objective.
- Talk about possibilities, cover contingencies, and have a backup for every proposed action.

INTJ Conflict Resolution

INTJs prefer environments where calm and self-control prevail but they are not afraid of confrontation and can be outspoken.

Resolve conflicts rationally, logically, and without emotion.

Enjoy lively debates that cut to the core of a situation.

Want to analyze all components, including "irrational" aspects, to look for patterns or cause-and effect-relationships.

May avoid or withdraw unless the conflict is an obstacle to accomplishing something important to them.

Sometimes cause conflict without being aware that they are (e.g., spark discussions and arguments that others experience as conflict, or may offer suggestions for improvements that others take as personal criticism).

Under extreme stress or fatigue, INTJs may:

- Act impulsively, starting more projects than they could hope to accomplish.
- Be very sensitive to criticism.
- Ask for a lot of information that is irrelevant.

INTJ Careers

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

PROFESSIONAL

- Attorney: Administrative/Litigator
- Management Consultant
- Strategic Planner
- Investment/Business Analyst
- Auditor
- Manager
- Sales Manager
- Judge

HEALTH CARE

- Psychologist
- Psychiatrist
- Neurologist
- Biomedical Engineer
- Cardiologist
- Pharmacologist
- Dentist
- Nursing: Educator/Administrator

TECHNICAL/SCIENCE/SERVICES

- Computer Systems Analyst
- Computer Programmer
- Engineer: Aeronautical/Mechanical/Chemical
- Technician: Electrical/Electronic
- Design Engineer
- Astronomer
- Scientist/Scientific Researcher
- Environmental Planner
- Applied/Physical Science

CREATIVE

- Writer/Editorial Writer
- Artist
- Actor
- Inventor
- Designer

- Architect
- News Analyst/Writer

EDUCATION

- Teacher: University/Math/English
- Academic Curriculum Designer
- Administrator

INTJ Communication Style

INTJs are precise in their speech. Easily tracing the complex verbalizations of others, they notice inconsistencies in language, contradictions and shifts in position.

They rarely reveal energy and excitement, which are self-contained.

Choose to think before replying and need to be drawn out.

Prefer written reports to talking in person.

Like brevity, succinctness, objectivity and mental exactness.

Direct and to the point, becoming impatient with extraneous details.

Like insights and unusual approaches.

Detest redundancy and continually hesitate to state what they think is obvious; see giving praise as redundant and obvious, therefore, do so infrequently.

Communicate only those elements deemed essential, often leaving others in the dark.

Like addressing schedules and deadlines. Are persuaded through cool, logical analysis.

Persuade others through clear thinking, logical suggestions, and debate.

See the big picture and present that first.

Speak of targets and destinations, focusing on results and accomplishments.

Enjoy discussing future challenges.

Suggestions when communicating with INTJs:

- Be careful about interrupting INTJs at their desk.
- Give advance warning of the need to address an issue, rather than springing a surprise.
- Do not force INTJs to take action—allow them time to think.
- Do not interpret the INTJs' silence as agreement, they may still be deciding.
- Bring logical, accurate analysis, objectivity, and precision to your discussions and avoid emotional or personal material.
- Share your thoughts and ideas with them more and try not to be put off by debates.
- Ask them for future possibilities and challenges, not minute facts and immediate practical applications.
- Expect them to be skeptical of anything and everything and if they can improve on what is, they will.

INTJ Motivators

INTJs enjoy working with other self-reliant individuals.

Appreciate long-term projects.

Like to design and effectively implement efficient strategies.

Want structure and order, value few meetings, and want plenty of time for introspection.

Require lots of autonomy. They do not appreciate being controlled, being told how to work, or being hampered by overly cautious associates.

Desire the freedom to plan, design, and generate innovative models and systems.

Try to avoid surprises.

Set their own high standards, not those of the organization.

Dislike bureaucracy, protocol, and paperwork when solving problems—are not the organizational type.

Find the ambiguous exciting and enjoy striving for clarity.

INTJs value intelligence, innovation, competence, and tireless effort. Because they love to learn, rewards that enhance their education and personal growth would delight them. Ideas include: paying for INTJs' choice of training and/or allowing them to attend class during usual working hours.

INTJ Opportunities for Growth

INTJs can achieve personal growth by:

Developing their social skills because the extent to which INTJs succeed in life is often related to how well they accomplish this.

Noticing things that people are doing right before they point out their mistakes; make a concerted effort to compliment the accomplishments of others.

Focusing on how they are affecting others—since they typically are unconcerned with what others think, they may ignore the impact they have on others, tending to alienate them.

Being sensitive to others' feelings, ideas, and imperfections.

Sharpening their awareness about how others may have different needs, motivations, attitudes, and viewpoints since not everyone lives in their reality.

Asking for feedback from others, sometimes INTJs become so caught up in their own thoughts and determination to complete projects that they disregard the actual realities of a situation.

Striving for greater flexibility and openness. Actively soliciting input since others may feel intimidated and be hesitant to approach them. Learning to give and receive constructive evaluations—their suggestions can often look like criticism.

Attempting to develop greater discernment between workable and non-workable ideas.

Learning to bring others into their projects, ideas, and designs so they do not miss important facts, information, and perspectives—plus, others need to know what they are doing.

Practicing delegating, since their need to control all situations can hinder their effectiveness.

Learning to master the more concrete and routine details, even though it is much more fun for them to be in the theoretical, abstract world.