

CenterMark Type : INTP

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.

INTP Introduction

Blueprinters of Ideas, Architects of Systems, Definers

- The strategist's strategists-masters of complexity
- Developers of models and theories
- Independent, critical
- Can logically analyze new thoughts, systems, and "sacred cows"

INTP

Male 4-7%
Female 1-3%

Percent of
US Population

The theme of INTPs is designing, not just in the "artistic sense," but also in the sense of the precise arrangement of all the elements necessary for objective understanding of that part of the world that interests them. While many INTPs are drawn to science and math, the designing can be in many other realms, and they usually turn out to be superb strategists in whatever endeavor they take on.

INTPs typically are logical, analytical, and objectively critical. They like to find the principles underlying whatever ideas they are interested in and to develop principles to anticipate consequences.

INTP Characteristics

INTPs organize ideas and knowledge rather than situations or people. They are curious and can become so absorbed in what they are doing that they lose track of time.

INTPs are skilled at analysis, seeing differences and developing categories. As strategists, they map out all feasible events well in advance, developing an action agenda, a well thought-out outline, and overall scheme. They adapt and improvise as a means to an end; they build models (usually theoretical models) and solve complex problems, enigmas, and riddles.

INTPs are somewhat quiet and reserved except on topics of great interest to them. Then they have many theories and insights to offer, enthusiastically sharing them with others.

INTPs are adaptable to changing circumstances, and they like responding to the challenge of finding a solution more than seeing their solutions implemented. They consider opposing points of view in an objective, dispassionate manner, applying logic to sort through those views.

Their basic attitude is one of skepticism. While they are open to new ideas, they are skeptical of their validity, until logically proven otherwise. Expect them to be skeptical of anything and everything—and yet always willing to explore and improve on whatever exists.

INTPs are likely to be most satisfied in a work environment that values logic and allows them to work with the freedom and flexibility to follow their ideas and find the theoretical underpinnings. People count on them for identifying the core of the situation and offering ideas on how to give it a more logical foundation.

They are adept at determining the most efficient and effective structure, figuring out the simultaneous placements of parts of a whole, be it a building as in architecture, a schematic, or a theory. For INTPs, the ability and opportunity to shape something of value and significance out of nothing, a vacuum, or incoherent, ambiguous pieces of thoughts and ideas, is probably their very highest calling.

INTPs' standards for achievement are constantly escalating for self and others. At times, they may need to be gently reminded of their exceedingly high expectations.

INTP Learning Style

INTPs are lifelong learners and deeply inner reflective.

They learn by conceptualizing, abstracting common properties, and creating categories. They are adept at learning abstract ideas and less adept at learning by association and rote.

May perceive a test as irrelevant and redundant and might even refuse to take it.

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

Always focus on the broad picture, are terrific theorizers and delve deeply into subjects.

View instructors and facilitators as equals and do not hesitate to challenge them; expect trainers and facilitators to display competence to earn respect.

Easily become absorbed in learning a subject that is interesting, often appearing lost in thought.

Global learners. May need help in coming to closure.

Enjoy reading and listening.

Like autonomy.

Prefer open-ended instruction.

Enjoy working alone.

INTP On a Team

INTPs naturally become the expert source on the problem for others to consult.

Work for the group project and goals by working alone.

Bring to the team both critical vision and precise mental discernment.

Use logic and reason to support conclusions.

Provide options so that majority or consensus can make decisions.

Offer insightful conclusions only after an intense, internal thinking process.

Solve problems related to concepts and illuminate the underlying principles operating in the work-at-hand.

Pay attention to the big picture.

Can irritate others by being too intellectual and reducing everything to logical statements.

May upset team members with faultfinding and criticism.

Tend not to consider others' feelings or emotions.

Become frustrated when a lack of vision, direction, and commitment are present.

Are disturbed by redundancy and interruption.

Are irritated by team members who are unprepared, easily upset or who veer off track into nonessentials.

Influence team members by summarizing and generalizing, providing both critical vision and intellectual insight.

INTP Contributions to an Organization

INTPs' focus is on the principles of the project or those on which the organization is built. They are keenly aware of the interworkings of the whole organization. They believe the organization must grow and develop according to its mission.

INTPs use systematic, intellectual precision and expertise in grappling with problems. Are strong in strategy. Have both short- and long-range intellectual insight.

Demonstrate expertise in tackling complex problems. Apply logic, analysis, and critical thinking on issues.

Have strongly-defined interests and enjoy working on a technical level.

Prefer the world of ideas, analyses, and designing complex systems. Enjoy mapping out all the possibilities and responses to minimize risk.

They excel at building conceptual frameworks and developing prototypes, pilots, and models.

Organizers of thoughts and concepts—architects rather than implementers.

Believe the internal structure and organization of thoughts are important, not the external world.

Become utterly absorbed in seeking answers to their major interests. Can become absorbed in own thought processes they appear detached.

Display strong traits of adaptability and improvisation as long as principles and interests are not violated. Expend energies toward change.

Maintain loyalty to an ideal, or a model, rather than to an organization.

Suggestions when coaching INTPs:

- Keep their interactions with a lot of people to a minimum for them to be effective.
- They may need to be coached on how to show appreciation to others. They can easily see that praise is needed if they know the practical value of it, but they may need reminding.
- If you want INTP employees to give a superior performance, just turn them loose to design a solution to a complex problem but do not demand that they stick around to implement every little detail. It is important to realize that whenever INTPs have a complete and full conceptual understanding of a situation, the implementation phase becomes boring, inconsequential and a nuisance. The opportunity lost in redundancy for INTPs can be downright painful. Consequently, consult them about the accurate implementation of their design and then turn them loose to design some more.

- Provide INTPs technical, task-oriented work. Remember INTPs detest being mired in organizational systems, procedures, and routines.
- INTPs may want to spend too much time planning and thereby delay the actual doing of the project. Give INTPs a deadline for projects and an action-oriented SJ on the team to spur them into doing. Make sure others are around to implement their ideas.
- INTPs have a very high need for achievement. However, achievement is most often measured by standards set by the INTP, not by society or the organization. This achievement need is reflected in a constant drive for competency and an ever-present, even if hidden, fear of failure.
- Performance feedback and reprimanding that considers their high need for achievement is effective. INTPs are their own worst critics and already know their "errors" and shortcomings. More than any other type, they can be very objective about their own performance, and accepting of criticism and suggestions for improvements.

INTP Approaches to Problem Solving and Decision Making

Revel in having complex problems to tackle.

Like to find order and the underlying principles in any situation or topic of interest.

Ask if there are other ways to seek solutions.

Ponder the similarities of other situations to this problem.

Gather a wide variety of information and synthesize it.

Chart the foreseeable outcomes of each possibility; map the logical organizational pattern.

Grasp the greater implications beyond the obvious.

Determine the risks of not acting.

Create contingency plans for all possible actions; are not afraid to change standard operating procedures.

Apply logic first, then look at the larger picture, next view the facts and finally consider people.

INTP 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.

INTPs find change an exciting challenge. They tend to get bored with routine; a new problem and new information stimulate them to intense mental activity. The structure for understanding that they develop is likely to be comprehensive and complex, including all the nuances and possibilities. However, they are often satisfied with completing this internal process and may not then take action to implement their structure. They can also overlook the necessary details and the human factors.

Needs:

Independence, the big picture, and lots of information. Be in on the planning. Open-ended timeframes.

When needs are not met:

Withdraw, and procrastinate. Difficulty dealing with details and human factors. Resist and resent. Cynical.

Contributions:

Come up with and sell the plan.

INTP Management Style

The management style of INTPs is likely to be that of a visionary. They communicate the general outline of the vision, and let everyone do their own thing. Preferring to be left alone to operate autonomously, they assume that others do too.

INTPs usually do not seek management or leadership roles, preferring to work autonomously and solve complex problems at the technical level.

INTP managers may have difficulty delegating, especially if they mistrust the ability of subordinates, and they may need coaching in that skill.

Prefer intellectual, versus emotional interaction. Focus on logic and principles, not relationships.

Establish an agenda and stay focused on the long-term.

Present options for groups to make majority or consensus decisions.

View little in life as permanent; flexibility is required when solving problems and complex issues. Meet crises by creatively conceptualizing and analyzing problems and goals.

Do not take unnecessary risks—actions are well thought out in advance to mitigate possibilities.

Expect others to implement their innovative ideas and solutions. Allow others to contribute and use their skills.

Relate to others through expertise, not organizational role. Believe power and authority are granted by competency, not title, and length of employment.

Operate independently and prefer that others do too.

Suggestions when persuading INTPs:

- Demonstrate how it fits a strategy. Show that it has intriguing and fascinating possibilities.
- Be a credible source of information. Focus on organizational development and growth, rather than individual issues.
- Do not cut INTPs off by suggesting they need to accept anything according to some other authority.
- Encourage them to make an effort to define the details of their vision and to give a more detailed explanation of the task to others.
- It helps to apologize ahead of time when asking INTPs to repeat themselves. Indeed, they are likely to respond more positively if they are requested to explain their viewpoint from a different perspective. They usually will respond well to a statement like "In other words, you are suggesting that..."

- Allow INTPs to explore a number of different ideas. Do not settle on an idea, even when suggested by the INTP—the ideas are 'trials' that they use to test the underlying principals. Often the suggestion is later rejected.
- Remember to present costs and benefits in terms of impact on the bottom line or other objective consideration.

INTP Conflict Resolution

INTPs prefer a calm atmosphere.

Will stubbornly stand by their "right" solution when conflict cannot be avoided.

Must be shown logically why another solution would be best.

Expect conflict to be resolved with reason and logic, not emotions.

Are tolerant and possess a capacity for detachment that allows them to see multiple perspectives and viewpoints.

Look for patterns as the key to unlocking conflict, and can redefine problems to make them solvable.

May want to step back to consider their response and develop a strategy.

Under extreme stress, or fatigue, INTPs may:

- Express intense negative emotions towards others.
- Be very sensitive to criticism.
- Interpret facts or events in a very subjective way.

INTP Careers

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

PROFESSIONAL

- Attorney/Judge
- Economist
- Statistician
- Financial Analyst
- Auditor
- Accountant
- Psychologist/Psychoanalyst
- Investigator
- Social Scientist
- Scientist: Chemistry/Biology
- Philosopher
- Physicist
- Archeologist
- Mathematician
- Historian
- Philosopher

PLANNING AND DEVELOPMENT

- Computer Software Designer
- Computer Programmer
- Research and Development Specialist
- Systems Analyst/Data Base Manager
- Strategic Planner
- New Market or Product Conceptualizer
- Management Consultant

HEALTH CARE

- Neurologist
- Physicist
- Plastic Surgeon
- Pharmacist

TECHNICAL

- Engineer: Electrical/Electronic

CREATIVE/ENTERTAINMENT

- Photographer
- Architects
- Creative Writer
- Journalist
- Artist
- Entertainer/Dancer
- Musician
- Agent
- Inventor

EDUCATION

- Teacher: Graduate School
- Researcher
- College Administrator

INTP Communication Style

INTPs are "wordsmiths"—more than any other type, they seem able to express with great precision exactly what they want to communicate.

Contain energy and excitement inside one's self. Prefer to think before replying and need to be drawn out.

Prefer written reports to talking in person and avoid meetings.

Keep conversations brief and succinct; state concepts exactly and believe that the precise use of language is extremely important.

They may communicate the essential aspects of their vision and unintentionally leave others in the dark about the details of the vision. However, when asked to explain something, they may become quite technical, with many details and much complexity.

Contribute a wealth of knowledge. Are directed toward insights and unusual approaches.

Assume others know what they are discussing; hesitate to state the obvious and almost everything seems obvious.

Often confuse others by offering presentations that can be highly complex and detail-oriented.

Will consider a schedule, but avoid tight timetables.

Use language that is cool and logical and are dumbfounded by emotional expressions.

Persuade through logical reasoning rather than personal examples.

See the big picture and present that first. Talk regarding possibilities and alternatives. Talk more about the future than the here and now.

Suggestions when communicating with INTPs:

- Be careful about interrupting INTPs at their desk.
- Give advance warning of the need to address an issue, rather than springing a surprise.
- Do not force INTPs to take action—allow them time to think.
- Do not interpret INTPs' silence as agreement, they may still be deciding.
- Keep language efficient, concise and avoid repetition or redundancy.
- Expect complex and detailed presentations about various pros and cons—not concrete action items.
- Give them written material in addition to verbal information.
- Ask them for their opinions and give them time to formulate an answer.

INTP Motivators

INTPs thrive when working on future-oriented projects, not small tasks.

Like peace and quiet and time to reflect alone.

Excel when not hampered by systems, procedures, rules of operation, and day-to-day routines.

May tend to rebel against authority and stated structures if they interfere with the pursuit of their interests.

Prefer none-motional environments where justice and accuracy prevail.

Seek opportunities to work with other independent and hardworking people.

Become irritated with surprises, errors, redundancy, inefficiencies, and having to repeat themselves.

Want occasions to achieve, acquire new knowledge, and become more competent.

Thrive when they can solve complex problems and be theoretical in private.

Require opportunities to research, analyze, design, and build models.

INTPs respond best to a work environment that allows them to assume enough authority and responsibility to get results, while imposing minimal oversight, structure, and constraint.

Allowing INTPs to telecommute or work at home on projects if feasible.

INTP Opportunities for Growth

INTPs can achieve personal growth by:

Paying greater attention to follow through and taking action even though theory and planning are more preferable to them than implementation. Paying attention to details.

Improving self-discipline. Increasing communication with others—including them in their internal thinking processes so they can follow their conclusions.

Improving ability to discern minor inconsistencies of a plan or project. Understanding when to let them go because they are hurting team and individual progress, and when they are important to address.

Asking for feedback from others regarding their performance—INTPs are often their own worst critic with their perfectionist tendencies.

Recognizing the value and strength of emotions by starting to know their own feelings. Seeking self-awareness classes or personal growth opportunities.

Talking about and sharing their ideas, thoughts, and opinions more with others instead of keeping so much to themselves. Learning to delegate. Training themselves to become more aware of their inner feelings, to avoid the occasional intense emotional outburst.

Concentrating more on the niceties of human interaction and learning about peoples' personal and professional lives. Because they are so lost in thought and focused on logical thinking, INTPs appear to others as cold, impersonal, critical, and caustic. Social niceties, such as thank-you notes, may seem superfluous, but they are important.

Practicing being less blunt and critical of others. Making sure they do not appear condescending or arrogant. Commenting more on others' success.

Establishing realistic objectives and goals based upon what is practical, not on what their confidence tells them is possible.