

<b>CenterMark Type : ISTJ</b>
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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.

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

## **ISTJ Introduction**

### **Salt of the Earth, Responsible, Pragmatic**

- Once something is learned and practiced, few will do it better
- Driven by a sense of responsibility and "bottom-line" behavior
- Strong with detail and careful in managing it
- Can be so outgoing under certain circumstances that they are sometimes mistaken for Extraverts, but they are the most private of the 16 types
- Assume nothing, take nothing for granted

### **ISTJ**

Male 14-19%  
Female 7-10%

Percent of  
US Population

ISTJs are quiet, serious, stable, and want things done according to policies and procedures. The theme of ISTJs is inspecting, looking for discrepancies and omissions, and reporting these deviations from the set standards to the appropriate authority. They want to conserve the resources of the organization, group, family, or culture and can be depended upon to persevere towards the goal.

## **ISTJ Characteristics**

ISTJs are quiet, serious, and traditional people, who communicate in a style that is clear, simple, and direct. They are careful observers with a realistic and practical perspective that guides their lives. They notice details that interest or relate to them and have great memories for things they have personally experienced. They like to think things through before acting and tend to be cautious about change. ISTJs are responsible, stable, and capable in all situations they know.

Conscientious and logical, ISTJs like to make decisions that are sensible and that help things stay orderly and efficient. Very organized and productive, they are duty bound, hard workers with a great ability to concentrate and get things done. They like to be judged on their merits and are fair and consistent when dealing with others. They take all their commitments seriously and prefer people who are genuine and down-to-earth.

ISTJs are very loyal to the organization. Indeed, they will undertake even distasteful tasks for the good of the organization.

They like predictability and constancy in what they are required to do.

ISTJs value the preservation of life, which usually translates into economics as a way of satisfying needs. Conservation of the resources of the organization may be foremost in their minds. These values show in their focus on utility, production, and not taking chances.

ISTJs are highly organized. Constancy allows them to maximize completing the task-at-hand. Changes, alterations, and deviations interrupt their steady and direct focus.

ISTJs are skilled at anything having to do with logistics and material. Getting things in the right places, at the right times, and in the right quantities and qualities is a point of honor to them. ISTJs have a natural talent for taking nothing for granted and not reading more into a situation than is present; therefore, they are thorough in inspection of contracts and documents of importance for the well-being of their organization.

For ISTJs inspecting is an internal process. They are excellent at comparing a performance or product to a standard and does so with thoroughness rare in the other types.

ISTJs are concrete and specific in their speech. They tend to give sufficient information, especially about the steps involved in doing something.

Their thought process is linear and step-by-step rather than several things being processed at once in no particular sequence.

## **ISTJ** Learning Style

ISTJs are persistent and hardworking in their learning.

Like time to reflect and think about what is being presented.

Do best with a hands-on approach utilizing workbooks, memorization, and drills.

Appreciate step-by-step processes that build on past experience.

Excel at measurement and shun abstractions as unreliable and questionable; seek practical and useful applications of the subject.

Highly value organization, accuracy, and precision in materials, directions, and instructors in order to trust the information being presented.

Find that the more difficult the subject, the more credibility the material has for them—anything that is too easy is suspect.

Linear learners with strong need for order.

## **ISTJ** On a Team

ISTJs work best on a team with established rules and procedures.

Run meetings like clockwork—are efficient, focused and impersonal.

Use dependable common sense in tackling work and assigning tasks.

Like to work with people whose attention is on facts, outcomes, and fulfilling their responsibilities.

Quietly organize and maintain team structure.

Are a whiz at classifying ideas and priorities.

Are concerned with the tangible tasks immediately at hand.

Sometimes hold back expressing viewpoints until it is too late; need to keep team members up-to-date on thoughts or concerns.

Concentrate on meeting deadlines and timelines; push hard to do whatever it takes to get the project done.

Are so intent on completing tasks and maintaining structure, rules, and procedures that they can be seen as a stick-in-the-mud and too serious.

Are upset by people who do not follow through with assigned tasks.

Do not turn back after a decision has been made.

Are irritated by too much talking, irrelevant chatter or unrelated interruptions.

Influence team members by using logical arguments backed by specifics and realism.



## **ISTJ Contributions to an Organization**

ISTJs are hardworking and prefer uninterrupted privacy.

They are thorough in everything they do. They pay attention to systems, procedures, and getting the job done.

Value ceremonies, rituals, and celebrations.

Are strongly and carefully oriented in detail. Respect lines of authority and work through stated channels.

Value the steady accomplishment of work on time.

Bring a strong dose of reality, objectivity, and measurable results to an organization.

Act quickly and accurately when a decision or action is necessary.

Are predictable and focused in achieving results. Excel in stable, orderly environments.

Put work first, then family and community organizations.

Perceive solutions and work skillfully when surroundings and materials are organized and systematic.

Are focused on the action, the present, and preservation of the past.

They have a no-nonsense attitude when meeting objectives, can be counted on to honor commitments and like timelines, deadlines, and structure.

Prefer to maintain the organization and its ways of doing things.

ISTJs are accountable and trustworthy with a strong sense of loyalty.

### **Suggestions when coaching ISTJs:**

- Be decisive and fair.
- Set clear goals and deadlines that can be achieved using established procedures.
- Give praise where praise is due, and criticism where criticism is due.
- When working with ISTJs, practice sticking to schedules and timelines.
- Give impersonal feedback and criticism.
- Try not to give ISTJs last minute changes, but if change is on the horizon, give them past examples where it has worked.
- Focus on generating concrete results and implementing your solutions.

## **ISTJ Approaches to Problem Solving and Decision Making**

ISTJs seek to think and reach conclusions objectively, based on evidence, details, and information from the past.

Search to discover the facts and to understand exactly what the predicament is.

Ask how someone from inside of the organization would look at this problem.

Want to know what others in the organization are actually doing and what has been previously done about the situation.

Seek to find a solution that maintains the organization, its rules, and procedures.

Think in a linear pattern that flows step-by-step. Map out the logical consequences, both positive and negative, of each possible solution.

Measure the cost of each possible solution.

Methodically chart the logical steps in implementing a solution.

First look at the facts, then focus on applying logic, next consider people and finally look at the big picture.

## **ISTJ 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.

Changing environments present a challenge to ISTJs because their most effective way of operating comes from their careful accumulation of solid experience. When they need to make decisions and take action, they review their relevant experience for guidelines. Situations in which they have no experience can seem confusing and out of control to them. They need time and the opportunity to use their carefully developed expertise to structure the process.

### **Needs:**

A complete plan before starting.

Realistic reasons for change, goals, timelines.

### **When needs are not met:**

Cling to "how we've always done it."

Insist on "by the book."

### **Contributions:**

Schedule, structure, and organize the plan.

## **ISTJ Management Style**

ISTJs pattern themselves after other successful leaders.

Work hard and efficiently to accomplish stated goals.

Will delegate once the situation is under control with all available facts and figures.

Pay attention to the immediate needs of the organization.

Offer rewards to those who achieve results without breaking formation. Expect to be obeyed, not questioned.

Are reliable, stable leaders who organize tasks, staff, and the organization.

Prefer to avoid crisis by planning well in advance.

Crave stability; respect tradition and stated hierarchies, react to change as a disruption to steady work.

Set standards and expect others to do their duty. Reward those who accomplish tasks by the rules.

May not verbally acknowledge contributions of others.

Quietly organize and maintain the organizational structure.

ISTJs are accountable and trustworthy with a strong sense of loyalty.

### **Suggestions when persuading ISTJs:**

- Show evidence, i.e., facts, details, and examples.
- Do not leave questions unanswered.
- Even if you are not too good on details, have a detailed implementation plan prepared to avoid giving the impression of being inefficient.
- Do not assume ISTJs are uninterested; they may be taking time to process information.

## **ISTJ Conflict Resolution**

ISTJs shun open conflict, preferring that people get on with their work and do their duty.

Feel it is not their place to openly confront those who are not conforming to rules, policies, procedures, and laws.

Expect those in authority to resolve conflicts and manage rule infractions.

Have little patience with conflict, particularly when it interferes with work.

Become upset when conflict has unfaithfulness, irresponsibility, or impracticability at its root.

Project calm—often do not appear bothered by conflicts, which are upsetting to others (though they may be internalizing them)—and propose sensible, matter-of-fact solutions.

ISTJs try to remain rational, reasonable, and objective about everything including emotions; not necessarily comfortable with emotions and may regard it inappropriate to bring them into workplace deliberations and issues.

May seek the support of someone with whom they are close to confide in.

### **Under extreme stress, or fatigue, ISTJs may:**

- Have a gloomy view of the future.
- Have intense negative feelings toward others (though these may not be expressed).
- Act impulsively, and change things without any thought.

## **ISTJ Careers**

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

### **BUSINESS**

- Office Manager
- Manager/Supervisor
- Word Processing Specialist
- Computer Programmer
- Insurance Underwriter
- Organizational Development

### **FINANCE**

- Bank Examiner
- Investment Securities Officer
- Tax Examiner
- Stockbroker
- Estate Planner
- Credit Analyst Accountant
- Auditor

### **HEALTH CARE**

- General Surgeon
- Dentist
- Veterinarian
- Nursing Administrator
- Health Care Administrator
- Pharmacist
- Lab Technologist

### **TECHNICAL/TRADES/LAW**

- Engineer: Electrical/Mechanical/Chemical
- Technical Writer
- Electrician
- Mechanic
- Judge
- Law Researcher
- Paralegal/Legal Secretary

**SERVICES**

- IRS Agent
- Government Employee
- Military Officer
- Police Officer/Detective
- Corrections

**EDUCATION**

- School Principal
- Teacher: Technical/Industrial/Math/Physical Education
- Librarian
- Administrator

## **ISTJ** Communication Style

ISTJs are typically calm and composed and rarely display private reactions.

Prefer to think before replying; need to be drawn out.

Prefer written reports to talking in person.

Like brevity, succinctness, objectivity, and mental exactness.

Are direct and pragmatic.

Speak with decisiveness and authority.

Prefer to present facts, followed by practical applications.

Offer presentations that are orderly and follow step-by-step.

Like addressing schedules and deadlines.

Are persuaded through cool, logical analysis.

Communicate personal experiences only to back up points already made with other data.

Communicate short-term targets and destinations first.

Speak of objectives, focusing on results and accomplishments.

Focus on current realities, not future concerns.

### **Suggestions when communicating with ISTJs:**

- Be careful about interrupting ISTJs at their desk.
- Give advance warning of the need to address an issue, rather than springing a surprise.
- Do not force ISTJs to take action—allow them time to think.
- Do not interpret ISTJs' silence as agreement, they may still be deciding.
- Be direct in communication.
- Avoid surprising them by verbally sharing with them your thoughts, opinions, and activities.
- Remember to carefully listen to them and consider their feedback.
- Give them facts and figures first, then logical arguments.
- Keep communications brief and to the point; remember to talk about immediate targets first, then long-range visions.



## **ISTJ** Motivators

They like work that includes rituals, ceremonies, and celebrations.

ISTJs are diligent when involved with tangible projects, concrete products, and short-range results.

Enjoy logistical work and moving the organization forward.

Work best in an environment that has structure, order, and few interruptions.

Like to work systematically on facts, details, and results that are measurable.

Highly value consistency and ability to work at a steady pace.

Excel in situations calling for perseverance and tenacity in accomplishing organizational goals.

Produce the most in an organization with other hardworking people.

Prefer work with stated goals and schedules for completion.

Respond to recognition and praise for their industriousness and all tasks that they accomplish.

## **ISTJ Opportunities for Growth**

### **ISTJs can achieve personal growth by:**

Coming up for air occasionally—not getting so lost in details that they ignore the big picture or subtle interactions.

Practicing being more open-minded to innovation, change, and new ways of doing things when problems arise—not immediately going for the tried and true.

Exercising a bit more flexibility in situations, particularly those involving people. Listening more carefully and being sensitive to others.

Practicing being less critical of people and their behavior. Practicing their "people skills"—talking with and acknowledging others, and building a repertoire of more personable words and behaviors.

Remembering to consider the impact of emotions and values when making decisions.

Trying not to jump to conclusions too quickly and considering different types of information other than the bare details.

Learning to verbally acknowledge people—relying less on written communication.

Practicing being more flexible when applying the rules. Becoming more comfortable with change.

Learning to value intuition and insights into the future. Flexing their imagination and intuition muscles a little more to arrive at interesting alternatives to situations.

Practicing saying "no" occasionally to added responsibilities in order to prevent becoming burned out.

Getting out of their office a little more and looking for clues from others that they are becoming too serious or dogmatic.

Trying to be more optimistic in their views toward life and watching out for becoming too blaming and negative.