



## 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.

## **ISTP Introduction**

### **Walking Encyclopedias, Ready to Try Anything Once, Troubleshooters**

- Get things done in spite of the rules, not because of them
- See and act on problems before they expand
- May have a natural bent in technical areas
- Strong precision, mechanical, and technical abilities

### **ISTP**

Male 6-9%  
Female 2-3%

Percent of  
US Population

ISTPs are action-oriented, hands-on implementers who excel in short-term problem solving and crisis management.

ISTPs are generally quiet and independent people. They like to be busy and involved with projects that are of importance and interest to them and they value skills and quality performance in themselves and others. Rather reserved and private, ISTPs do not usually share their reactions or responses unless urged to do so.

They tend to be straightforward, honest, and more interested in action than conversation, unless it is a subject about which they know a lot. Unpretentious and down to earth, ISTPs operate more on curiosity and impulses than organization or plans.

## **ISTP Characteristics**

ISTPs usually have a good sense of how mechanical things work and are logical in their analysis. They are realistic in their assessments and trust hard facts they have gained through personal experience. They are good observers and enjoy working with real things.

ISTPs tend to be spontaneous and easygoing, always ready and eager to get involved with fun or physical activities, especially those outdoors or containing a level of risk, thrill, or excitement.

ISTPs have a high need for action, spontaneity and variation. Routine, instructions and how to deliver day-to-day, predictable performance are not their bag.

The ISTPs' excitement and desire for action are a very natural, internal processes welling up from inside. ISTPs are more alive when they are engaging in action that is self-directed. They typically are very skillful and coordinated in any movements of their hands; hence, tools can become extensions of their highly creative capabilities and they become virtuosos in performing both simple and complex tasks such as shaping an artistic object, conducting a symphony, or delivering breathtaking results in a crisis work situation.

Given these skills, values and attitudes, ISTPs direct their energy toward exciting action and impactful performance. ISTP managers are people who tend to function in somewhat detached roles. Frequently, ISTPs view themselves in more of a consultative than a managerial role. Solving here-and-now operational problems can be counted as one of their primary sources of great strength and energy.

ISTPs are usually able to pace themselves quite well and rarely experience fatigue. Within the organization, their energy is directed toward taking expedient action, shortcuts, and finding quick fixes.

ISTPs tend to be autonomous, wanting to call the shots on their own actions. As followers, ISTPs readily ignore authority, if it does not seem to be getting things done or is blocking their own action.

They avoid organizational systems and standard operating procedures.

## **ISTP Learning Style**

ISTPs seek opportunities to increase their practical knowledge and skills.

Independent. Rather learn at their own rate.

Learn by doing firsthand observations, one-to-one, and hands-on activities.

Want immediate, practical and concrete outcomes.

Are interested in "how" something works and its technical properties.

Do not hold instructors to be important to their learning.

Like material that has an efficient, logical basis along with rules and principles.

Linear learners; need help in organizing.

Like lectures.

## **ISTP On a Team**

ISTPs are tough-minded, analytical, critical and independent-minded; they bring facts, figures, details, and different perspectives for the group to use.

Are spontaneous, easygoing, and flexible.

Thoroughly evaluate all opinions, insights, and ideas before acting.

Are quietly responsive to the discussions and actions of the group.

Know where to get needed information.

Are informal, ignoring or being impatient with formal roles, titles, and official distinctions among people.

Organize tasks efficiently with their analytical skills.

Focus on solving current and immediate problems with flair.

Become irritated by team members who are very emotional.

Can annoy others by being picky about specifics.

Want action and can become impatient with delays.

Irritate others by moving on prematurely and leaving a task unfinished.

Are severely annoyed by know-it-alls, contrary behavior, and illogical people.

Are disdainful of meetings without practical purposes.

Influence team members by persevering.



## **ISTP Contributions to an Organization**

ISTPs focus on accomplishing the here-and-now tasks with action, optimism, and enthusiasm for practical and concrete results.

ISTPs flow with events as they occur, and the highest and best use of their time, at least in the mind of ISTPs, is to be useful and make the best possible contribution possible: now.

ISTPs enjoy the experience of delivering something new and important.

They excel when results are immediate and suffer when the routine becomes too stable and boring.

ISTPs value flexibility, challenge, action, and adventure. They enjoy variety, short-term projects and mastering new skills and techniques.

Concrete, linear "thinkers" and "doers."

Accomplish tasks despite rules, not because of them.

Are highly skilled in mechanical and technical arenas.

Will change and improve what already exists.

Can easily marshal forces, resources, and energy to solve immediate problems.

Focus on perfection, rather than time, in producing results.

Excel at solving comprehensive, concrete problems.

Prefer to respond to current problems now.

Enjoy the risks accompanying change.

They are loyal to those who demonstrate competence and proven performance.

### **Suggestions when coaching ISTPs:**

- Give ISTPs work with lots of flexibility, action, and variety and be open to new ways of solving problems.
- Have them start projects and allow them adaptable schedules.
- Make sure support staff is available to implement their ideas and solutions.
- Give them opportunities to work independently. Keep ISTPs on the move, directing them into situations and positions that present problems to be solved and crises to handle, especially when their current assignment is becoming routine and stable.

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

ISTPs tend to be hands-on problem solvers. They want to touch, see and feel problems and opportunities.

Excel at solving concrete or technical problems.

Ask what others in the organization are actually doing about the situation.

Want to know what the facts are and will look to discover exactly what is the predicament.

Consider what has been done previously.

Can change their mind and direction if presented with new information.

Are concrete, linear "doers" and "thinkers."

Want to know the risks of not acting.

Calculate the cost of each possible solution.

Look for solutions that are concrete with an immediate payoff.

Apply logic first, then look at the facts, next think about the big picture, and finally consider people.

## **ISTP 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 is generally comfortable for ISTPs, because things that need to be fixed stimulate them. They have the ability to process large amounts of data in a logical way, to flexibly adapt to what is going on around them, and to act decisively. They have more difficulty seeing long-range issues and developing plans to achieve long-term goals because their orientation is to the present and the immediate. They are impatient with theories and discussions of complex "what ifs," and they may overlook the effects of their actions on people.

### **Needs:**

Coaching on the long-range issues. Freedom to plan as you go. Action and fairness.

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

Withdraw energy, procrastinate, and become cynical, sarcastic, and critical.

### **Contributions:**

Motivate fence sitters. Plan for the unexpected.

## **ISTP Management Style**

ISTPs manage in an action-oriented way, focusing on the job to be done, not necessarily the organization or the people in it. Their style is pragmatic and expedient. They do whatever needs to be done to get the job done with the least possible effort.

They are optimistic and cheerful with others in tackling issues. Desire equality and cooperation; evaluate all views before acting.

Value action-oriented environments and seek impactful performances and solutions.

Avoid ambiguity, preferring concrete facts, problems, and solutions.

Troubleshoot and remain calm during crises. Calculate risks; will look before leaping.

Sidestep the organization; respond quickly when trouble is on the horizon.

Like flexible employees, innovative thinking, and achievements. Foster independence; are not attentive to interpersonal skills or social niceties.

Focus more on the job, than on the people; manage others loosely with minimal supervision. Base power and authority on competency, not rank. Like autonomy and calling the shots.

ISTP managers (unlike other more structured managers), have no difficulty dropping whatever they are doing to assist and help in more pressing matters.

### **Suggestions when persuading ISTPs:**

- Have a well-thought-out plan with the details worked out in advance. Discuss logical options.
- Ask "what they think", rather than "what they feel."
- Describe benefits in terms of how they affect the bottom-line in the short-term, and show how these savings can be achieved in practical terms.
- Be prepared for the discussion to jump from fact to fact.
- Describe the steps involved in the process.
- Do not leave questions unanswered.
- Keep in mind that ISTPs can be quite impatient with abstractions unless these can be shown to have immediate applications and payoff.
- For the ISTP managers, it is the present, the here and now, that counts.

## **ISTP Conflict Resolution**

ISTPs would rather not bother with interpersonal tensions.

ISTPs may be put off by efforts to get to the source of a conflict, believing, as they tend to do, that analysis is a waste of time.

Are confident in their ability to exploit the weaknesses and mistakes of others if a "battle" is imminent.

May offer information as an impartial basis for solving conflict, while they themselves desire to remain objective (and therefore may be viewed by others as uncaring.)

Are very good troubleshooters, may be at their best during difficult times or crises.

May let go of conflict for a while to see if it is resolved, but will take action if it persists.

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

- Display intense feelings towards others, or insist on things being done without any logical basis.
- Be very sensitive to criticism.
- Attribute unrealistic negative meaning to others' actions or statements.
- Become quite task-oriented.

## **ISTP Careers**

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

### **BUSINESS/FINANCE/LAW**

- Purchasing Agent
- Office Manager
- Small Business Manager
- Mortgage Broker/Credit Investigator
- Insurance Agent/Broker/Underwriter
- Banker
- Securities Analyst
- Economist
- CPA
- Auditor
- Sales: Automotive Retail
- Attorney
- Paralegal/Legal Secretary

### **HEALTH CARE**

- Chiropractor
- Medical Technician
- Dental Hygienist
- Optometrist
- Pharmacist
- Physical Therapist

### **TECHNICAL/INDUSTRIAL/TRADES**

- Computer Programmer
- Engineer: Electrical/Mechanical
- Mechanic
- Carpenter
- Computer Repair
- Farmer
- Transportation

### **CREATIVE**

- Commercial Artist

**SERVICES/SPORTS**

- Police Officer
- Marshal
- Fire Fighter
- Intelligence Agent
- Military Officer/Enlistee
- Race Car Driver
- Pilot
- Coach/Trainer

**EDUCATION**

- Teacher: Math/Health

## **ISTP Communication Style**

ISTPs are concrete and specific in their speech. They are usually individuals of few words, except concerning their areas of interest; then they are prone to talk at length, in detail.

They keep their energy and excitement within, choose to think before replying and need to be drawn out.

Prefer written reports to talking in person.

ISTPs are people of few words and when communicating tend to use language economically and to the point. They do not enjoy communicating verbally with others when working.

Like brevity, succinctness, objectivity, mental exactness, and concrete images.

Contribute a wealth of knowledge. Talk in concrete, realistic, no-nonsense terms.

Avoid small talk.

Offer presentations that are orderly and follow a systematic pattern.

Will consider a schedule, but avoid tight timetables.

Elect to present facts first, followed by practical applications.

Communicate targets and destinations.

Are grounded in the immediate and concrete present.

### **Suggestions when communicating with ISTPs:**

- The main theme when communicating with ISTPs should be costs and benefits of practical application.
- Communicate with them periodically to avoid being surprised.
- Ask them for immediate solutions, expect creative responses, and do not bother to discuss strict deadlines.
- Share your thoughts with them and expect to receive tentative and flexible information.
- Remember if you are an Extravert looking to communicate with Introverts, consider trying some of the following suggestions:
- Be careful about interrupting ISTPs at their desk.
- Give advance warning of the need to address an issue, rather than springing a surprise.
- Do not force ISTPs to take action—allow them time to think.
- Do not interpret ISTPs' silence as agreement, they may still be deciding.



## **ISTP Motivators**

ISTPs appreciate pleasing surroundings and optimistic coworkers.

Prefer work settings that are present-day, project-oriented.

Are bored by repetitive tasks and mundane details.

Desire environments with little routine, few rules, and no strict lines of authority.

Dislike and react negatively to being told how to work. Want opportunities to work alone and focus on the task, not on people.

Seek opportunities to be creative, take risks, and solve crises.

Want the freedom to work autonomously; do not enjoy constant teamwork.

Appreciate opportunities to solve specific and concrete problems that are difficult and unusual.

Become frustrated by projects surrounded by ambiguity and uncertainty.

ISTPs respond best to managers who recognize them for their ability to excel in specific ways. Because of their pragmatic nature, they may prefer rewards involving practical activities or time off.

## **ISTP Opportunities for Growth**

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

Practicing opening up and sharing verbally with others so they are not surprised by their actions.

Developing the habit of setting goals, planning and staying closer to schedules so that they are not viewed as irresponsible.

Trying to see the big picture. Avoiding the quick fix. Developing greater sensitivity to others so they do not alienate their co-workers. Remembering to really listen to others and consider their feedback.

Remembering too that their laid-back style might be misconstrued as not caring or not being committed.

Carefully thinking about the long-term implications of their present-day actions.

Practicing handling conflict instead of wanting to sweep everything under the rug. Trying to fix a troublesome relationship before dismissing it. Using their logic and listing concrete reasons why the relationship should be fixed. If it then seems worth saving, go for it.

Learning to give feedback in gentler ways—trying not to be so blunt, which others interpret as cold and uncaring. Being careful about being slipshod and cutting corners. Taking shortcuts may not produce the best work possible.

Trying not to become too overwhelmed with mountains of facts and information resulting in their inability to make a decision. Setting short-range and long-term goals and remembering to tell others.

Focusing on seeing results from current projects before jumping onto the next bandwagon.

Being cautious about unrealistic expectations or being overly concerned that all things be logical. Reminding themselves that many things in life are not subject to logic, factor in the impact on self, others, and the organization.