



TYPEFINDER

ISTJ

FOR THE WORKPLACE

REPORT FOR

HOW THIS REPORT CAN HELP YOU

This report uses your results on the TypeFinder assessment to describe how you are likely to approach and deal with various situations in the workplace. The TypeFinder assessment is based on the theory of personality types developed by Katharine Cook Briggs and Isabel Briggs Myers, who were students of the work of psychologist Carl Jung.

Personality typing posits that many of the valuable differences between people that are observed in everyday behavior are the result of natural personality preferences. If these differences can be appreciated and understood, people can discover new ways to work and interact with others more effectively.

Specifically, this report will help you:

- Discover how your personality preferences guide you in the workplace
- Improve teamwork and communication as you gain awareness of those who may approach projects and decisions very differently to you
- Acquire more successful strategies for approaching and resolving conflict
- Explore the leadership style you use in a professional setting and how others might perceive and react to it
- Identify the most and least helpful ways for dealing with stressful situations
- Open up opportunities for development and growth

As you read this report, bear in mind that the TypeFinder assessment identifies your natural preferences, not learned skills or abilities. Regardless of your level of accomplishment in certain tasks, you will work better and be more satisfied if you are able to work in a way that complements your natural preferences. If you have to work outside your natural work style for long periods, you may find yourself becoming more anxious, and less productive as a result.



YOU'RE AN ISTJ

ISTJ stands for Introverted, Sensing, Thinking, Judging. Each letter of your personality type describes a key aspect of who you are.

I

INTROVERSION

Your Energy Style

- Reserved
- Controlled
- Self-motivated
- Deliberate

Your energy style is Introversion (in contrast with Extraversion). This dimension describes how you manage your energy.

Introverts are energized by being quiet, reflective, and calm. They maintain a distance from the outside world and prefer to conserve their energy rather than expend a lot of effort seeking excitement.

You enjoy:

- Contemplating ideas and experiences
- Being in calm surroundings
- Exploring a subject in depth
- Reflecting on thoughts or feelings
- Maintaining distance and privacy
- Quiet and solitude

S

SENSING

Your Cognitive Style

- Realistic
- Practical
- Detail-oriented
- Traditional

Your cognitive style is Sensing (in contrast with Intuition). This dimension describes how you process information.

Sensors process information in a concrete, realistic way. They focus on observing and recalling facts and details.

You like to focus on:

- Observing sights, sounds, sensations
- Noticing details
- Experiencing the present moment
- Concrete, provable facts
- Realism and practicality
- Knowledge from past experience

T

THINKING

Your Values Style

- Logical
- Objective
- Pragmatic
- Levelheaded

Your values style is Thinking (in contrast with Feeling). This dimension describes your orientation to personal values.

Thinkers value logic, competence, and objectivity. They believe that every person has a responsibility to take care of him or herself.

You are concerned with:

- Using logical reasoning
- Being unbiased and impartial
- Considering costs and benefits
- Seeking consistency and justice
- Keeping a competitive edge
- Making objective decisions

J

JUDGING

Your Self-Management Style

- Orderly
- Responsible
- Methodical
- Hardworking

Your life style is Judging (in contrast with Perceiving). This dimension describes how you organize your life.

Judgers like structure and order. They keep organized and plan ahead, resist distractions, and stay focused on their goals.

You prefer to:

- Create a plan and stick to it
- See a task through to completion
- Adhere to a schedule
- Set goals and maintain focus
- Follow rules and regulations
- Set clear expectations



TRUITY

YOUR PERSONALITY AT WORK

As an ISTJ, you are practical, organized, responsible, stable and often quiet and serious. You believe in hard work and will always persevere with your tasks without expecting something in return. Realistic and task-oriented, you are motivated to set goals, implement action plans and follow through on your commitments. You prefer to do things by the book, however, and can be inflexible when faced with ideas that have not been thoroughly tested.

Key motivators

- Maintaining order and efficiency
- Fulfilling commitments
- Respecting tradition and experience
- Analyzing problems logically

Core values

- Responsibility
- Accuracy
- Reliability
- Stability

Ideal work environment

- You are the most productive in a stable and well-organized workplace where the hierarchy is established and understood by all
- You work best when you can follow proven plans, rules and work methods with the minimum of supervision
- You work better independently in a quiet environment with few distractions
- You are less productive in a noisy environment or one that does not have defined roles and responsibilities

Preferred work tasks

- Seeking practical and realistic solutions to problems
- Organizing people and resources to accomplish a task
- Enforcing policies and procedures
- Keeping projects running smoothly and efficiently

Things you contribute to the organization

- Finding logical and efficient solutions to a problem
- Reliably honoring your commitments in a no-nonsense way
- Valuing and supporting the organization's policies, procedures and goals
- Making sure that standards are met



WORKING WITH A TEAM

ISTJs prefer to work independently but appreciate the value of participating on a team, especially if teammates are reasonable and everyone has a clear sense of their role and responsibilities. Your excellent work ethic and desire to honor commitments make you a responsible and trustworthy team member who always pulls their weight. You believe that actions speak louder than words and may become irritated with people who do not show the same high levels of commitment.

You help your team by...

- Clarifying roles and responsibilities
- Doing what you said you would do, when you said you would do it
- Maintaining focus and dedication to the task or project
- Paying attention to accuracy and details
- Feeling responsible for the success of the team and showing your regard through your work ethic

You may irritate others by...

- Resisting jobs or roles that don't make any sense to you
- Expecting others to follow rules and procedures without question
- Being picky about the small details
- Becoming judgmental or critical if you feel that your efforts are not recognized
- Appearing cool, aloof and undemonstrative; you may give off an aura of being impatient and disapproving even when that isn't the case

Action steps for better teamwork

- Place more emphasis on building rapport with team members instead of simply getting on with the task
- Be careful when prioritizing structure over everything as this can strain team relationships
- Set aside time for socializing, so you are not perceived as too serious and task-focused
- Consider taking courses to help you hone your interpersonal skills



COMMUNICATING WITH OTHERS

ISTJs have a serious and conservative air about them and are typically very private, preferring to share their thoughts with only a few close friends. But when a topic really grabs you, you can be so demonstrative that you may be mistaken for an extravert. At work, you communicate using straightforward facts and logical information, usually with the intention of keeping a task moving along. You don't see the point of "touchy-feely" and will avoid emotional conversations where possible. Others may find it difficult to connect with you.

Key communication strengths

- You have a vast inventory of factual information that you willingly share when you see a practical need for it
- You keep the conversation on track as options are debated
- You relate information to what has happened in the past, giving people a clear view of the possible outcomes of a situation
- You think before sharing information so your ideas are usually well thought out

Areas of possible misunderstanding

- You are more enthusiastic about sharing factual information and may struggle with abstract concepts or unproven ideas
- You may become frustrated when other people interrupt you or talk excessively
- Your language is often so succinct that it may be interpreted as shutting down the conversation
- You share little about your personal life which may stand in the way of developing rapport with your audience

Action steps for improving communication

- Be prepared to open up and share information about yourself and your viewpoint
- Consider how your conversation style might affect people; others may not realize that your detachment is nothing personal
- Take care not to criticize those who openly express their feelings
- Make a concentrated effort to maintain a warm and friendly attitude with your coworkers since this will improve team relations



MANAGING CONFLICT

Your tolerance of conflict situations is higher than that of most people and you generally see conflict as inevitable and healthy. You are not emotionally threatened by conflict situations and usually insist on resolving the problem, rather than ignoring it. Since you are task-oriented, you will give and take constructive criticism well, as long as it is logical. You are not naturally in tune with what others are feeling, however, and may miss the emotional nuances of a conflict.

You help others by...

- Adding rationality, calm and professionalism to a conflict situation
- Communicating what's on your mind with precision
- Listening to others without being overwhelmed by emotion
- Providing criticism or consequences where necessary
- Remaining fair minded and results-oriented, even when the situation is spiraling out of control

You may irritate others by...

- Having a tendency to believe that you are always right
- Appearing cool and uncaring about the impact of the conflict on others
- Pointing out what is wrong but missing what has been done well or correctly
- Believing that everyone should manage their own issues without emotional support from the team

Conflict may be triggered by...

- Challenges to your competency, dedication or professionalism
- Unnecessary duplication of work effort
- Systems, protocols and people that do not work efficiently
- People who you perceive as lazy, obstructive or incompetent

Action steps for conflict management

- Focus on winning consensus rather than trying to win an argument
- Be careful not to start with the assumption that you are right and must be proven wrong
- Take additional time to develop rapport with the people involved in the conflict situation, since this will help you to see the impact of your behavior on others
- Be prepared to show appreciation for others' contributions
- Acknowledge that some colleagues may need emotional support to guide them through the conflict situation



TAKING THE LEAD

ISTJs are skilled at making logical decisions quickly and are often seen as "leadership material" early in their careers. You manage others through hard work and responsibility, insisting that everyone pitches in to contribute to the organization's success. Your biggest contribution as a leader is task efficiency, and you excel at establishing the clear rules, structures and hierarchies that will enhance the organization's effectiveness. In the long-term, your goal is to build a world-class organization known for its integrity, efficiency and performance.

How you inspire others

- You lead by example, creating a targeted action plan that others can follow to complete their job
- You are fair and consistent and have clear expectations of your people
- You reward those who follow the rules and complete their tasks successfully
- Your word is your bond, and you inspire others by always doing what you said you would do

How you make things happen

- You make things happen by telling people what to do and assigning specific areas of accountability
- You prefer not to improvise and instead assign responsibility to employees who have demonstrated expertise
- You give orders and expect obedience, although you may not spend enough time explaining why things should be done in a certain way
- You expect that tasks are performed correctly, on time and well, and rarely see the need to give praise for meeting standards

Developing your leadership style

- Limit the amount you direct and control others since some team members will achieve more if allowed to take action in their own way
- Place more emphasis on building rapport with your team members and stakeholders, so you do not come across as authoritarian and uncaring about personal issues
- Take care that you do not get so caught up in issues of right and wrong that you come across as rigid and unyielding
- Make sure that you give as much priority to long-term, aspirational goals as you do to the step-by-step process
- Make sure to recognize and reward good performance



MAKING DECISIONS

ISTJs are sensible and logical decision makers who reflect on past experiences when deciding how to act in the present. You like decisions that are "right" and will take nothing for granted, making decisions that are based on well-researched facts and information. Take care that you do not become so focused on the bottom line that you ignore the emotional needs of the team.

Your decision-making strengths

- You objectively gather and analyze the facts before making a decision
- You establish evidence as credible before including it in your decision making
- You weigh various solutions against your perception of what is practical and realistic
- You stand by your decisions, showing consistency of word and deed

Your decision-making challenges

- You give priority to efficiency and may fail to consider how decisions will affect people on an emotional level
- You tend to focus on immediate realities and may not understand the long-term impact of your decisions
- You may miss good opportunities by relying too heavily on past experiences and dismissing challenging new ideas
- You may make snap decisions and move to action too quickly, then be reluctant to change your decision

Action steps for improving decision making

- Learn to examine how people will be affected by a course of action and add this understanding to your decision making
- Make sure the team has spent time discussing all the consequences and possibilities before implementing a decision
- Use others to help put your black-and-white thinking into perspective and examine the future implications of your decisions
- Be open to unconventional and radical ideas; not every decision has to conform to existing constraints



GETTING THINGS DONE

ISTJs are logical and methodical in their approach to projects, often creating lists, models and schedules to keep the project on track. Tenacious and rule-abiding, you have an overwhelming desire to see things through to completion and will never abandon a project simply because it has become difficult or boring. Perfectionism can be a problem, however, and it can be difficult for you to have enough time to complete tasks to your own high standards.

You help others by...

- Reliably delivering the work product on time and on budget
- Creating detailed plans of action and following them with little deviation
- Remaining focused on the task and understanding what can be accomplished
- Being meticulous in your attention to detail

You may irritate others by...

- Becoming so fixated on the current systems that you dismiss ideas that might work better
- Getting so caught up in the project's current progress that you fail to listen to the insight and ideas of group members
- Being blindsided by unexpected events and/or failing to have a contingency plan in place to deal with the unexpected
- Procrastinating or leaving a project undone because you are not able to meet your own high standards

Action steps for improvement

- Be careful that you do not issue directives for implementing the project without explaining the reasons why
- Make sure that you do not focus so much on the outcome of a project that you become disconnected from the people
- Take care to step back from a task when it becomes overwhelming and look at the big picture
- Be careful that you do not focus so much on daily processes that you neglect to consider future needs and possibilities



GROWTH AND DEVELOPMENT

ISTJs are practical individuals who enjoy learning any new skill that will help them solve a specific problem. The more precisely you can put your learning to use, the greater your interest will be. As an introvert, you prefer learning independently; group work usually undermines, rather than enhances, your learning. Your logical and practical nature means that you are less likely to learn when the material is based on subjective values rather than objective problem solving.

Your learning is improved when...

- The information is laid out systematically, such that new information flows logically from information given earlier
- The learning material uses practical examples and case studies
- The material is systematic and delivered within a structured learning program, for example, an organized certification program
- You receive praise for your hard work and success

How you view change

- You value predictability and may struggle with sudden or unexpected change
- You are most likely to accept change when proven systems are put in place to help you through the change period

Your learning is hindered when...

- The material is abstract or overly theoretical
- The material deals mostly with problems and not solutions
- The instructors do not give positive encouragement and feedback
- There are no opportunities to apply your learning to real-world tasks and problems

Opportunities for personal growth

Significant growth may be achieved by developing the traits and preferences that are underdeveloped in your personality type, such as:

- Pausing to think about the big picture before pressing ahead with the process
- Consulting others and demonstrating that their ideas have been considered and incorporated into a collective decision
- Using softer and more personal language in communication
- Recognizing that change, sometimes radical, is a necessary part of business growth
- Making more time for socializing and fun



COPING WITH STRESS

ISTJs seek to control their environment and are able to keep stress levels low when they are allowed to follow a routine. Excessive stress can cause certain aspects of your personality to become exaggerated. You may pay even closer to detail, becoming obsessed with every piece of data obtained. You may lose focus, rushing through tasks or developing a perceived inability to get the job done to a sufficiently high standard. Or you may "catastrophize", becoming extremely negative and compulsively worrying about all the things that could go wrong.

You may not always be able to control the stresses in your work, but learning to deal with them constructively can help to minimize these adverse reactions.

Events that may trigger stress

- Deviations from your routine
- Wasted time and broken rules
- Inadequate work output from others that has a negative impact on your own work
- Harebrained ideas that seem to lack common sense

Best ways to respond to stress

- Looking after your physical needs - eating, sleeping and exercising
- Taking the time to assess the situation and reevaluate your decisions
- Exploring ways to reestablish your control
- Imagining the worse case scenario and planning for this eventuality

Worst ways to respond to stress

- Withdrawing from the situation or avoiding people
- Spending a great deal of time alone
- Carrying on regardless, without addressing the source of the stress-inducing situation
- Attempting new and unproven stress reduction techniques

Others can help you by...

- Taking the time to prioritize tasks, and delivering on their commitment to finish certain tasks by a certain time
- Giving you the space to work through the stressful situation without distracting you or constantly asking for your assistance
- Listening to you without being overly sympathetic
- Looking at the big picture and helping you to put the problem into perspective

Others may make things worse by...

- Expressing disbelief at the way you are behaving and feeling
- Adding to your schedule without giving you some time alone to refocus and regroup
- Reacting emotionally or imploring you to connect with your feeling



ACHIEVING SUCCESS

Reaching your potential in the workplace means maximizing your strengths while working to overcome your weaknesses.

Potential problems

- You have a strong work ethic and may get angry with people who do not meet your high standards of professionalism
- You like to get things finished and may grow impatient with long, slow jobs
- You are comfortable using tried-and-tested processes and may be reluctant to take any type of risk
- You find it hard to turn down work or delegate tasks to team members

Do:

- Focus less on the "should do" and more on the "could do"
- Look for opportunities that take advantage of your practical nature and eye for detail
- Work on building personal relationships
- Assume the best in people and situations
- Step out of your conformity and experience the occasional thrill of deviance

Suggestions for development

- Be careful that you do not focus so much on work that you forget to take account of personal needs
- Learn to accept that new ideas may be necessary and can improve efficiency
- Delegate more frequently so that you are not overburdened and to help others develop pride and ownership in their work
- Take care to step out of your comfort zone occasionally since this will help you to innovate

Don't:

- Become a slave to your routines
- Judge others rather than yourself
- Dismiss others' opinions and perspectives before really understanding them
- Get so caught up in doing the right thing that you fail to address your own and others' emotional needs
- Forget to make time for fun and relaxation - all work and no play makes Jack a very dull boy

