



INFJ

IN THE WORKPLACE

REPORT FOR

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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 INFJ

INFJ stands for Introverted, Intuitive, Feeling, Judging. Each letter of your personality type describes a key aspect of who you are.

I

INTROVERSION

Your Energy Style

- Reserved
- Independent
- Composed
- Focused

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

N

INTUITIVE

Your Cognitive Style

- Idealistic
- Imaginative
- Perceptive
- Complex

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

Intuitives process information in an abstract, imaginative way. They focus on ideas and concepts that cannot be directly observed.

You like to focus on:

- Observing patterns and connections
- Interpreting meaning
- Imagining potential
- Ideas and concepts
- Innovation and creativity
- Possibilities for the future

F

FEELING

Your Values Style

- Ethical
- Compassionate
- Sensitive
- Empathetic

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

Feelers value empathy, cooperation and compassion. They believe that everyone has a responsibility to take care of those around them.

You are concerned with:

- Acting out your ideals
- Engaging your emotions
- Considering the impact on people
- Seeking harmony and appreciation
- Serving others
- Making authentic decisions

J

JUDGING

Your Self-Management Style

- Dedicated
- Conscientious
- Loyal
- Steady

Your self-management 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



YOUR PERSONALITY AT WORK

As an INFJ, you are creative, compassionate, sensitive and helpful, and are often known for your strong commitment to your value system. Guided by your convictions, you are motivated to act based on your inner thoughts and intuition, focusing your creativity on the betterment of others. You reflect at length on ethical issues and feel personal problems deeply. Idealism can be a problem, however, since you tend to grow stubborn and single-minded when co-workers disagree with your ideas.

Key motivators

- Adherence to your values and vision
- Using your insight to promote the development of others
- Making the world a better place
- Living up to your own potential

Core values

- Consideration
- Authenticity
- Integrity
- Innovation

Ideal work environment

- You are the most productive when your personal values align with the mission and vision of the organization
- You work better in a quiet environment that fosters independent thought and creativity
- You work best in a well-organized environment where you have full control over organizing and carrying out tasks
- You crave cooperation and harmony and may experience difficulty working in a competitive environment

Preferred work tasks

- Providing unique and creative solutions to problems
- Supporting, nurturing and empowering others
- Engaging with causes that reflect your personal values and uphold your integrity
- Synthesizing goals, values, people and resources for the good of everyone

Things you contribute to the organization

- Speculating about the big picture possibilities that others may have missed
- Generating creative solutions
- Encouraging others and helping them to develop
- Completing whatever you set out to accomplish, often doing far more than is required by the task



WORKING WITH A TEAM

INFJs work well in teams, dealing with others in a warm and sensitive manner. You pay attention to the needs of team members and use your insight to organize, motivate, inspire and counsel others. Intuitive and imaginative, you encourage team members to consider new possibilities, providing creative ideas and the long-range viewpoint. Assertiveness can be a problem, however, since you dislike giving criticism and uncomfortable feedback.

You help your team by...

- Quietly influencing people by focusing on the group's ideals and values
- Encouraging harmony and getting everyone to contribute
- Bringing creative and resourceful ideas to the table
- Being positive and maintaining a "can do" attitude

You may irritate others by...

- Stubbornly clinging to your own values even if the cause is not shared by the team
- Wanting to pursue idealistic plans without thinking through the consequences
- Becoming irritated with team members who you perceive are not giving as much to the team as you are
- Not including others in your vision; you may come across as inscrutable

Action steps for better teamwork

- Learn to give negative feedback since it is not always beneficial to focus on the positive and ignore the negative
- Be careful that you don't come to team meetings with pre-established expectations; instead, be open to outside realities and alternative viewpoints
- Recognize that your idealism and people-focus may be stifling to those who prefer rational decisions and results
- Learn to open up and share your insights with others



COMMUNICATING WITH OTHERS

INFJs are good listeners who lend an ear to team members and assist them in finding a solution. You generally prefer one-on-one discussions so you can think before replying and convey information in a way that is truly meaningful to your audience. Sensitive and insightful, you rarely take the spoken word at face value and are adept at reading tone and body language. You perform best when you have the time to research and ponder your words and do not appreciate surprise conversations.

Key communication strengths

- You listen attentively, getting a clear understanding of your communication partner's wants and needs
- You think before speaking so your ideas are usually well thought out
- When negotiating, you start with areas of accord and work from there
- You excel at written communication
- You profoundly value authentic connections with the people you trust

Areas of possible misunderstanding

- You focus your discussions around personal values and may struggle to follow conversations that involve the logical or practical applications of an idea
- When speaking, you typically use metaphors, analogies and other abstract language that others may not understand
- You need time to process your thoughts which may irritate more decisive and action-oriented team members
- You trust your instincts and may stubbornly ignore others' opinions

Action steps for improving communication

- Schedule discussions in advance and ask for a memo so you have plenty of time to consider important issues
- Speak plainly and factually with people who prefer more direct, concise communication
- In meetings, take along a note of the things you wish to say; this will help you get your opinions across instead of always responding to others
- Open up to viewpoints that fall outside your own value system and be prepared to challenge your own ideals



MANAGING CONFLICT

INFJs are negatively affected by conflict and instinctively withdraw from confrontational situations. When forced into a conflict, you would rather leave than fight your corner. Creative and nurturing, you are skilled at helping others find original solutions to their personal challenges. You have a tendency to take conflict very personally, however, and may harbor grudges against those who unwittingly disrupt the harmony.

You help others by...

- Listening to people and offering clear insights
- Doing everything you can to meet people's needs
- Displaying warmth and authenticity in your interactions with people
- Striving for win/win outcomes

You may irritate others by...

- Sweeping issues under the rug to avoid conflict
- Failing to give honest feedback or criticize poor behavior
- Being so concerned about upsetting people that you never get to the heart of the problem
- Keeping your thoughts and opinions to yourself; others may not realize that they have hurt you

Conflict may be triggered by...

- Challenges to your values
- Frustration with systems and protocols that undermine the well-being of people
- Having to work with slow or stubborn people

Action steps for conflict management

- Recognize that conflict is normal and can be a healthy way of bringing about positive change
- Explore ways of giving and accepting criticism and see it as an opportunity for personal growth
- Work at dealing with difficult situations and people
- Reflect on whether your desire to stand on your principles is hurting anyone and take the time to explore viewpoints that may conflict with your own

TAKING THE LEAD

INFJs are future-focused leaders who create a grand vision for their organization and champion that vision with great enthusiasm. Your biggest contribution as a leader is your ability to recognize and affirm the contributions of people, quietly influencing others to bring your inspiration to reality. In the long-term, your goal is to build a world-class organization known for its consistency, integrity and authenticity.

How you inspire others

- You have a vision for the organization and work doggedly towards it
- You identify the potential in people and encourage them to be the best they can be
- You promote a climate of creativity, always inviting team members to consider new possibilities
- You are willing to venture into unknown territory in the pursuit of your ideals

How you make things happen

- You do not rule by punishment and reward; preferring to instill the idea that a task is worth doing for its own sake
- You see the overall picture and create a clear vision for people to follow, working with them to achieve their goals
- You count on your people to do their part although you may have trouble correcting poor performance
- You plan things in advance and prepare contingencies to avoid crises

Developing your leadership style

- Take care that your sharply defined value system does not make you unbending in some areas
- Prioritize and cut down on the long list of ideas you have generated to ensure that possibilities are viable and not merely possible
- Learn to break down your vision into concrete, actionable and measurable steps that others can easily follow
- Be careful that you do not focus so much on personal growth that you forget to consider the bottom line



MAKING DECISIONS

INFJs have a strong sense of authenticity and make decisions based upon the things they value. You take your time when making a decision, carefully reviewing each option to make sure that every thought, idea and resource fits firmly into place. Insightful and future-focused, you instinctively take the long-range view in your decision making, sometimes ignoring the concrete facts.

Your decision-making strengths

- You put a lot of thought into your decisions, making sure they are in line with your value system
- You take the time to reflect on every possible solution so your decisions are well thought out
- You want to know that your decisions are good for team members and take care to protect their feelings
- You work hard to map out a solution that achieves significant and far-reaching results

Your decision-making challenges

- You place a strong emphasis on your values, often overlooking the more logical solutions
- You have a tendency to overthink and second guess yourself because you want to make the "right" decision
- You may come across as wishy-washy and unsure how to act, especially where the decision affects people
- You may dismiss opinions that conflict with your own without properly understanding them

Action steps for improving decision making

- Explore ways to add objectivity into your decision making since concrete evidence will be more effective at winning some people over
- Take care to fully consider other viewpoints before you pass judgment on them and add that understanding to your decision making
- Share your ideas throughout the decision-making process so that objections and resistance can be tackled early on
- Recognize that sometimes, the easy solution is a good-enough solution and nothing else needs to be considered



GETTING THINGS DONE

Hardworking and dedicated, INFJs work diligently to achieve a project's goals, often becoming absorbed in projects with single-minded concentration. You are typically very structured when it comes to defining schedules, roles and timeframes, and take pride in delivering your end of the bargain on time. Attention to detail can be a problem, however, since you typically map out the broad strokes for the project but ignore the unappealing technicalities.

You help others by ...

- Explaining the bigger picture and helping people understand where the project will eventually lead
- Organizing people and resources to achieve a goal
- Sticking with it; you are not afraid of hard work and will put in tremendous effort to complete projects
- Working hard to make everyone happy

You may irritate others by ...

- Becoming consumed in a single project, ignoring other tasks and responsibilities
- Refusing to delegate the unappealing tasks for fear of upsetting group members
- Focusing on the big picture and failing to see the uninteresting details that are important to the project's success

Action steps for improvement

- Discuss your expectations for a project ahead of time to determine whether they are realistic
- Increase your delegation of tasks so that nothing slips through the cracks
- Be careful that you are not compromising performance for the sake of personal relationships
- Remain open to new information that could improve the project even if it is not part of your structured plan

GROWTH AND DEVELOPMENT

INFJs are lifelong learners who enjoy concepts, ideas and theories, especially if the subject aligns with their values. A global learner, you are interested in how the learning material will affect the future and easily see the relationship between what is and what could be. You learn best with instructors who are personally interested in you and your learning experience. Details can be a problem, however, since you prefer a broader, more open-ended instruction.

Your learning is improved when...

- The learning program involves a mix of imagination and open-ended questions
- You are given plenty of time to read around the subject and reflect on the things you have learned
- The material results in a positive outcome for the organization and its people
- There is mutual understanding between you and your instructors

How you view change

- You value predictability and are cautious of change and its effect on people
- You are more willing to accept change if it fits into your value system and you have time to evaluate what is going on
- You want the larger picture presented and evidence that the change will achieve better results for people
- You have trouble adapting to rapid change, believing that the most effective change develops over time

Your learning is hindered when ...

- The instructor does not give positive encouragement and feedback
- The material has no strong association with your vision or values
- The material is purely practical or focuses on the hard details
- There is a strong focus on group work, which raises the possibility of conflict or competition

Opportunities for personal growth

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

- Learning to separate that ideas that are truly workable from those that are unrealistic
- Exploring ways to add objectivity into your decision making
- Using facts and concrete examples in communication
- Recognizing or avoiding situations when your idealism and integrity are a liability
- Learning to give and accept criticism and use it as an opportunity for personal growth



COPING WITH STRESS

INFJs are growth oriented and may experience relatively high stress when there is no sense of purpose or direction about an issue. Excessive stress can cause certain aspects of your personality to become exaggerated. You might obsess about details you usually would not see as important. You may become sarcastic, narrow-minded and cynical, and lose touch with your natural optimism. Or you may withdraw entirely, becoming irritable, tense or angry. 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

- Violation of your deeply held values
- Lack of purpose and direction
- Receiving excessive criticism
- Juggling too many details

Best ways to respond to stress

- Attending to physical needs: resting, sleeping and eating properly
- Interacting with friends
- Taking the time to reflect on your values
- Sharing your thoughts and feelings with others

Others can help you by...

- Communicating that they take your perspective seriously, even if your take on the situation is unreasonable
- Reminding you of your values to help realign your perspective
- Leaving you alone to recharge
- Helping you to focus on the next opportunity to recover from disappointment

Worst ways to respond to stress

- Obsessing about situations you have no control over
- Carrying on as normal without breaking the cycle of stress
- Working harder, faster or longer
- Setting expectations for yourself that are too high

Others may make things worse by ...

- Expressing disbelief at the way you are behaving and feeling
- Using logic to talk you out of your stress
- Giving you advice or trying to fix the problem



ACHIEVING SUCCESS

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

Potential problems

- You seldom ignore personal insights but may overlook important facts and details
- You feel irritated when your ideas are not possible
- You have a tendency to feel overwhelmed when inundated with multiple demands
- You are proud of your integrity and superior interpersonal skills and may feel stress if these contributions go unrecognized

Do:

- Share your insights so that others can make the connections you have made
- Set priorities based on objective criteria as well as people
- Learn to offer and receive corrective feedback
- Delegate occasionally instead of taking everything upon yourself
- Cut your losses if your visions do not pan out

Suggestions for development

- Be careful that you do not overlook logical, factual realities when making a decision
- Ask the more detail-oriented team members about whether your ideas are workable before presenting them to the team
- Spend time scoping out a project to ensure that you allocate a realistic amount of time to completing the task
- Be patient if you are not receiving the social recognition you think you deserve since not everyone is comfortable giving praise and positive feedback

Don't:

- Sweep conflict under the rug
- Become so attached to your dreams and values that you ignore the current reality
- Hold grudges against people who aren't as principled as you
- Devote yourself so totally to a cause that you neglect your own needs
- Forget to stop and enjoy the moment - it will help you focus on what needs to be done

