



ISFJ

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 ISFJ

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

I

INTROVERSION

Your Energy Style

- Reserved
- Unassuming
- Thoughtful
- Calm

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

- Practical
- Traditional
- Observant
- Factual

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

F

FEELING

Your Values Style

- Devoted
- Caring
- Kind
- Principled

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

- Organized
- Methodical
- Dedicated
- Persistent

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



YOUR PERSONALITY AT WORK

As an ISFJ, you are organized, dependable, conscientious, sympathetic and thoughtful. You are guided by a strong need to protect others and keep them safe from the perils in life. Unassuming and constant, you are fiercely loyal to your organization and its traditions, and rarely call attention to yourself. You like to receive recognition for your efforts in a low-key way, however, and the absence of positive affirmation may discourage you from investing totally in the organization.

Key motivators

- Working hard
- Upholding established cultures and practices
- Taking care of others
- Achieving practical results

Core values

- Harmony
- Dependability
- Loyalty
- Tradition

Ideal work environment

- You are the most productive in a quiet and orderly work space with limited interruptions
- You work best within an explicit authority structure with clear rules and systems
- You crave cooperation and harmony and may experience difficulty working in a competitive environment
- You are less productive when given too much freedom or where expectations are poorly defined

Preferred work tasks

- Logistics, especially regarding people
- Dealing with problems in a step-by-step manner
- Implementing decisions according to the standard operating procedure
- Helping others in a practical, organized way for example, service or customer-oriented tasks that enable you to meet the needs of others

Things you contribute to the organization

- Valuing and supporting the organization's policies, procedures and goals
- Solving immediate and concrete problems with action and enthusiasm
- Drawing out the best qualities in people
- Persisting until the job is done



WORKING WITH A TEAM

ISFJs prefer to work alone but recognize the value of working on teams, especially teams that are conscientious and well-organized with a clear social order. You are a strong "doer" who pays attention to the needs of others and strives to do the right thing; these qualities make you a responsible and trustworthy team member who works hard to get the job done. You may be unnecessarily strict about appropriate social behavior, however, or reject ideas outside the mainstream.

You help your team by...

- Paying close attention to others and catching the small details
- Upholding secure and traditional ways of working, creating a sense of belonging and permanence
- Finding the right balance between "process" and "people"
- Keeping track of team activities and sticking with tasks until they are finished

You may irritate others by...

- Being inflexible and cold towards those who do not do things the "right" way or adhere to the "right" social behavior
- Being too exacting, too reserved and too serious
- Requiring frequent appreciation and feedback to affirm that you have done the right thing
- Becoming angry when someone expresses disagreement with your world view

Action steps for better teamwork

- Remember that everyone has different ways of working and those who challenge your strict moral code are not commenting about you personally
- Prepare to say something at every team meeting to increase your visibility
- Have faith in your own contributions and remember that a lack of positive feedback is not the same as disapproval
- Resist the tendency to judge people based on their position in the hierarchy; instead, evaluate people based on their specific contributions



COMMUNICATING WITH OTHERS

ISFJs are reserved communicators who rarely command the floor, preferring to quietly take in information from the world. You trust concrete data and use specific facts and personal experience to make points, giving people a clear view of the possible outcomes of a situation. You struggle to express your feelings, however, and may come across as private and distant to all but your closest companions.

Key communication strengths

- You listen attentively, getting a clear understanding of your communication partner's wants and needs
- You think before replying so your responses are usually well thought out
- You are highly observant and can relate information with precise detail
- You excel at one-on-one communication

Areas of possible misunderstanding

- You focus your discussions around immediate personal values and may struggle to follow the big, abstract ideas
- You have a tendency to become long-winded and recount too much detail
- You need time to process your thoughts which may irritate more decisive and action-oriented team members
- You may need constant reassurance from others before articulating your opinion; others may overlook or overpower you

Action steps for improving communication

- Schedule important discussions in advance so you have plenty of time to consider the issues
- Learn to directly communicate your needs and wants; write these down beforehand to keep you on track
- Learn to keep your communications short and concise where people need a general idea and not the finer detail
- Consider taking assertiveness training so you can become more forthright about expressing your views



MANAGING CONFLICT

ISFJs prize harmony and will often close down rather than engage in conflict, although you will stand up for the rights of others. Quiet and low key, you work hard to diffuse potential conflict and to get to a resolution that restores balance. Altercations are deeply stressful for you, however, and you are far more likely to report inappropriate behavior to the proper authorities than confront the problem.

You help others by...

- Being very responsive to what people are thinking and feeling
- Using gentle humor to re-establish harmony
- Finding pleasing ways to settle differences that respect everyone's needs and wishes
- Quietly resolving issues one-on-one outside team meetings

You may irritate others by...

- Secretly judging others while failing to give honest feedback or criticize poor behavior
- Being so concerned about upsetting people that you are unable to judge what is really for the best
- Wrongly suspecting others of having hidden agendas or motives
- Being unnecessarily harsh about inappropriate social behavior

Conflict may be triggered by...

- Challenges to your values
- Disruption of your routines
- People and viewpoints that do not align with your strong sense of right and wrong
- Sudden and unexpected changes

Action steps for conflict management

- Recognize that conflict is normal and can be a healthy way of bringing about positive change
- Intentionally provide critical feedback whenever it is deserved
- Be prepared to assert your opinions when you are treated unfairly
- Learn to look at a situation objectively, considering the facts of an argument and being open to opinions that go against your certainty about the "right" way to do things

TAKING THE LEAD

ISFJs are low-key and often reluctant leaders who work behind the scenes to accomplish their goals. Open and supportive, you lead by nurturing your people and focusing on the human side of business relationships. Your biggest contribution as a leader is dutiful service; you only ask of others what you would be willing to do yourself and are skilled at teaching those duties to others. In the long-term, your goal is to build a world-class organization known for its efficiency, dependability and standards.

How you inspire others

- You lead by example, "walking the walk" and exemplifying the work standards that you expect from your team
- You offer friendly motivation and encourage people to work together for the good of the organization
- You adhere to traditional lines of authority so people know where they stand
- You count on your people to do their part though you may have trouble correcting poor performance

How you make things happen

- You are motivated to achieve immediate and practical goals, organizing people around a set of tasks and to-do lists
- You are attracted to proven track records and consider people's credentials to find the right people for the job
- You believe that your authority should be obeyed, not questioned
- You expect people to do their job to the best of their ability and reserve your appreciation for performance that goes above and beyond

Developing your leadership style

- Make sure that you give as much priority to long-term, aspirational goals as you do to the step-by-step process
- Don't get so stuck on tradition that you insulate yourself from alternative plans and ideas
- Be open to giving and receiving negative feedback and see this as an opportunity for growth
- Make sure to recognize and reward good performance
- Limit the amount you direct and control others since some team members will achieve more if allowed to take action in their own way



MAKING DECISIONS

ISFJs want to know all the facts before making a decision and can often be seen talking to people across the organization to gather all the necessary information. You make decisions based on the practical details and consider how the outcome will affect individuals and the harmony of the group. Your Judging tendency means that you prefer to make quick decisions in order to create a sense of closure. However, you will always reflect on your decisions to ensure you made a fair choice.

Your decision-making strengths

- You look at what has been done previously to guide your decision making so people have a clear view of the likely outcome
- You include others in the decision-making process and take care to protect their feelings
- You work tirelessly to ensure that a decision is carried out despite obstacles
- You stand by your decisions, showing consistency of word and deed

Your decision-making challenges

- You tend to focus on immediate realities and may not see the future implications of your decisions
- During decision making, you may focus on maintaining harmony and shy away from options that seem disruptive or challenging
- You have a tendency to overthink and second guess yourself because you want to make the "right" decision
- You may become discouraged when you cannot recognize a way out of a situation

Action steps for improving decision making

- Make sure that you have spent time discussing all the consequences and possibilities before implementing a decision, to avoid reaching a decision too quickly
- Use others to help put your black-and-white thinking into perspective and examine the future implications of your decisions
- Have the courage of your convictions
- Be open to unconventional and radical ideas; not every decision has to conform to existing constraints



GETTING THINGS DONE

ISFJs are good with logistics and enjoy organizing people and resources to get a job done. Your primary focus is planning, scheduling and delivering a project on time, meeting your customer's needs to the greatest extent possible. Systematic and organized, you create a set of steps for accomplishing a project and allocate clearly defined, hierarchical roles for each team member. Take care that you do not get so caught up on the step-by-step implementation that you lose sight of the project's goals.

You help others by ...

- Reliably delivering the work product on time and on budget
- Making sure that everyone is well cared for and pulling in the same direction
- Sticking with it; you are not afraid of hard work and will put in tremendous effort to complete projects
- Keeping the project organized and productive to a minute level

You irritate others by ...

- Showing frustration with members who miss deadlines or deviate from the plan
- Becoming so fixated on the current systems that you dismiss ideas that might work better
- Focusing on the immediate situation and failing to consider the future implications of a solution
- Needing clear direction for each step of the project and being unable to perform if the work process is ill-defined

Action steps for improvement

- Discuss your expectations for a project ahead of time to determine whether they are realistic
- Make sure that you do not focus so much on the people and process that you forget about the overall vision and goal
- Try not to rush people through a project in your urgency to reach closure
- Be open to new ways of working rather than relying on the traditional way to complete a task

GROWTH AND DEVELOPMENT

ISFJs are practical learners who enjoy learning any new skill that will help them solve a specific problem, especially if it relates to people. You like to find the "right" answer and work well with clear-cut problems and solutions. Facts, memorization and workbooks aid your learning, but you quickly lose interest when debating ambiguous future possibilities.

Your learning is improved when...

- The learning program uses real-life practical examples
- The material results in a positive outcome for the organization and its people
- The material is systematic and delivered within a structured learning program, for example, an organized certification program
- The same material is repeated frequently since this aids memorization

How you view change

- You value predictability and may experience difficulty with disruption
- You generally need lots of information and support to get comfortable with change
- Change may be acceptable when there is clear evidence that it will improve a process or benefit people
- You are uncomfortable with changes that are thrust upon you without warning

Your learning is hindered when ...

- The material is purely conceptual and has no direct relevance to problems or people
- The instructor does not give positive encouragement and feedback
- The topic does not appeal to your emotions
- 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 type, such as:

- Allowing disagreements to happen so that a better solution can arise from the debate
- Learning to withhold your judgment with people you do not immediately like or understand
- Considering the longer-term implications of your actions
- Opening your perspective to include new ideas, even if they fall outside your comfort zone



COPING WITH STRESS

ISFJs thrive on stability and may experience relatively high stress compared to other personality types, especially in conflict situations. Excessive stress can cause certain aspects of your personality to become exaggerated. You might lose perspective and feel unable to complete a task or see any way out of a difficult situation. You may become negative and dwell on feelings of impending disaster. Or you may blame others for disrupting the harmony, lashing out unfairly or becoming overly critical and 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

- Working within an uncooperative, hostile or disorganized environment
- Receiving excessive criticism
- Too much happening at once
- Not having enough time to complete work to your own high standards

Best ways to respond to stress

- Sharing your thoughts and feelings with close family and friends
- Spending time on your own to re-energize
- Tending to the needs of others
- Sticking to your usual routines and schedules

Others can help you by...

- Letting you talk through the problem
- Communicating that they take your perspective seriously, even if your take on the situation is unreasonable
- Taking the time to show their appreciation for you and the contributions you make to the organization
- Helping you break down a stressful project into smaller pieces

Others may make things worse by ...

- Ignoring you, even if your behavior is emotional or irrational
- Patronizing you or dismissing your concerns
- Demanding service commitments from you instead of leaving you alone

Worst ways to respond to stress

- Obsessing about situations you have no control over
- Focusing on how others perceive you
- Setting expectations for yourself that are too high
- Blaming others instead of seeking their support



ACHIEVING SUCCESS

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

Potential problems

- You focus on the present and may miss the future implications of your actions and choices
- You may feel anxious if co-workers ignore the standard operating procedure or wish to take unnecessary risks
- You have a tendency to trust authority without scrutiny and may romanticize traditional hierarchies or "what used to be"
- You feel bound by duty and may take on too much work or refuse to delegate additional tasks

Suggestions for development

- Be careful that you do not focus so much on daily processes that you neglect to consider future needs and possibilities
- Take care to not shut down viewpoints that challenge traditions or social norms since this will help you to innovate
- Explore ways of asking for help when you feel overwhelmed with an unmanageable workload
- Take care that you don't neglect your own needs in the pursuit of making others happy

Do:

- Be open to new ways of doing things so you don't miss opportunities
- Look beyond the immediate facts toward the bigger picture
- Put yourself in the shoes of others before you make snap judgments about them
- Share your ideas with others so your accomplishments do not go ignored
- Let others take some of the load

Don't:

- Dwell so much on past experiences that you neglect future possibilities
- Ignore conflict in the name of mutual harmony and cooperation
- Over-plan; instead relax and cultivate some flexibility
- Fall into the trap of thinking that you know what's right for others
- Take on too many responsibilities - it's OK to put play before work occasionally

